BURBANK UNIFIED SCHOOL DISTRICT
BOARD OF EDUCATION
SPECIAL MEETING

Saturday, August 1, 2026

Burbank Unified School District
Third Floor - Board Room
1900 W. Olive Avenue
Burbank, California

AGENDA

The entire agenda packet is available for review online at www.burbankusd.org/boemeetings; at the District Office Building, Superintendent's Office, 1900 W. Olive Ave., Burbank, 91506; and at the Reference Desk in all Burbank City Libraries at: 110 N. Glenoaks, Burbank, 91502; 300 N. Buena Vista, Burbank, 91505; and 3323 W. Victory Blvd., Burbank, 91505.

1. CALL TO ORDER

1.a NOTICE TO THE PUBLIC
The District is providing alternatives to in-person attendance for viewing and participating. Any individual or group representative may address the Board of Education on any agenda item or subject within its jurisdiction during one of the three Public Comments sections.

Instructions for Virtual Public Speakers Who Wish to Address the Board:

1. Speakers who wish to provide a Public Comment virtually should sign up at this link: https://forms.gle/XrYpZ7M2hMb1LJCS7 3pm on Friday, July 31st. Please indicate if your comment pertains to (1) an item on this agenda, or (2) a subject within the jurisdiction of the Board of Education. Closed Session Public Comments must be given in person.

2. The Zoom Webinar will open at 5:30 p.m. Speakers are asked to rename their Zoom profile to indicate their full name to expedite this process. Please note that only those individuals who have signed up to speak prior to 3:00 p.m. on the day before, will be allowed to enter the Zoom Webinar. Speakers will receive an email Wednesday afternoon with the Zoom Webinar login details.

3. When it is time for a speaker to address the Board, the speakerâ€™s name will be called and the speaker should activate their microphone and camera. Speakers must be present in the Zoom Webinar when their name is called in order to address the Board. Speakers are also requested to state their name (and their pronouns, if desired) prior to addressing the Board. Please note that the chat function will be disabled.

4. After a speaker completes their public comment, or if the five-minute (5) time limit has

been reached, the speaker will be removed from the Zoom Webinar and can continue watching the meeting by streaming it at www.burbankusd.org/boemeetings

5. If you would like to make a Public Comment and require Armenian, Spanish, or ASL translation, please email stephaniebeauregard@burbankusd.org prior to 3:00 p.m. the day before the meeting to receive a registration link.

2. PLEDGE OF ALLEGIANCE/LAND ACKNOWLEDGEMENT

3. REQUESTS TO ADDRESS THE BOARD

3.a Public Communications on Closed Session Agenda Items
Those persons wishing to address the Board may do so at this time and are asked to complete a speaker card. All public comments are to be directed to the Board President. Individual speakers shall be allowed five (5) minutes to address the Board on each agenda or non-agenda item. However, in exceptional circumstances when necessary to ensure full opportunity for public input, the President may, with Board consent, adjust the amount of time allowed for public input and/or the time allotted for each speaker. Any such adjustment shall be done equitably so as to allow a diversity of viewpoints. The President may also ask members of the public with the same viewpoint to elect a few individuals to address the Board on behalf of that viewpoint. Please refer to the complete text of Burbank Unified School District Board Bylaw 9323: Meeting Conduct - Public Participation. Due to the Brown Act that governs public meetings, the Board cannot respond directly to public comment. The Board can direct the Superintendent and staff to meet with members of the public to better understand their concerns or points of view.

4. ADOPTION OF AGENDA

5. DISCUSSION ITEMS - NO ACTION WILL BE TAKEN

5.a Good Governance Practices
1. Core Values
2. Governance Norms
3. Governance Protocols
5A Good Governance Practices 080126.pdf

5.b AB1234 Ethics Training / Brown Act Training
5B Ethics Training & Brown Act Training.pdf

5.c Discussion of Board ByLaw 9271 Code of Ethics
5C Board ByLaw 9271 Code of Ethics 080126.pdf

5.d Discussion of Board ByLaw 9270 Conflict of Interest
5D Board ByLaw 9270 Conflict of Interest 080126.pdf

5.e Discussion of Board By Law 9200 Limits of Board Member Authority
5E Board ByLaw 9200 Limits of Board Member Authority 080126.pdf

5.f Discussion of Board By Law 9323 Meeting Conduct
5F Board ByLaw 9323 Meeting Conduct 0801262.pdf

5.g Discussion of Board By Law 9322 Agenda/Meeting Materials
5G Board ByLaw 9322 AgendaMeeting Materials 080126.pdf

5.h Discussion of Superintendent Evaluation Process
5H Superintendent's Evaluation Process 080126.pdf

6. BOARD REPORTS & COMMUNICATIONS

7. ADJOURNMENT

Burbank Unified School District
1900 W. Olive Avenue Burbank, CA 91506
www.Burbankusd.org

Board of Education
Abigail Pontzer Kamkar – President
Dr. Emily Weisberg – Vice President
Laurette Cano – Clerk
Kelsey Olson – Member
Dr. Armond Aghakhanian – Member

Superintendent
Dr. Tom McCoy

REPORT TO THE BOARD

TO: Board of Trustees

PREPARED BY: Dr. Tom McCoy - Superintendent

SUBMITTED BY: Dr. Tom McCoy - Superintendent

DATE: August 1, 2026

SUBJECT: Good Governance Practices

Background:

Annually the Board meets to discuss Good Governance Practices

Discussion/Issues:

Today the Board will review and discuss Core Values, Governance Norms, and Governance Protocols

Fiscal Impact:

None

Recommendation:

It is the recommendation of District Administration that the Board review and discuss Good Governance Practices

Good Governance Practices

August 1, 2026

District Core Values - 2019/2026 draft

All students will learn and achieve. **Student learning, health, and wellness are our priority**

Family involvement greatly enhances the success of children in school. **Family involvement creates better schools**

Highly skilled and effective teaching, combined with positive personal attitudes and relationships, are the essential factors in a successful classroom learning experience. **Meaningful and timely communication fosters student success and family engagement**

The entire community and all of its organizations and agencies play a vital role in the success of students in school. The schools, parents, and community must provide a social environment which enhances each student's ability to achieve a high level of academic success and physical and emotional well-being. It is essential to collaborate and maximize time, money, and human resources to promote shared responsibility for the health and welfare of all students. **A prospering community prioritizes collaborating around its youth**

Our District recruits, hires, and retains highly qualified, talented, and productive staff members. All employees will uphold the highest ethical standards and function on a values foundation of a strong Work Ethic, Integrity, Accountability, Honesty/Openness, Caring, Respect, Fairness, Citizenship, Passion, and Enthusiasm. **Recruit and retain a highly qualified, talented staff who believe in the capacity of our students and the strength of our families.**

Our District recognizes and appreciates the cultural and human diversity of our students, staff, and families. This diversity offers educational opportunities enhancing respect and success for all. **Valuable cultural and human diversity seen in our students, families, and staff creates an environment for connection and support in our classrooms, schools, and community**

District Core Values - 2026 draft

Student learning, health, and wellness are our priority

Family involvement creates better schools

Meaningful and timely communication fosters student success and family engagement

A prospering community prioritizes collaborating around its youth

Recruit and retain a highly qualified, talented staff who believe in the capacity of our students and the strength of our families.

Valuable cultural and human diversity seen in our students, families, and staff creates an environment for connection and support in our classrooms, schools, and community

Governance Norms - 2019

We maintain the confidentiality of all privileged information.

We operate with respect and trust.

We have open, honest communication.

We listen actively and with empathy.

We are well-informed and prepared for meetings.

We participate actively in discussion of items before the Board.

We assume positive intent.

We support Board decisions once they are made.

Governance Protocols

Adherence to the Brown Act & Annual Brown Act & Ethics Training

Professional Development & Onboarding

Agenda Development

Board Questions on Agenda & Non-Agenda Items

Responding to Concerns & Complaints

Meetings with Staff & Site Visits

Board Commitments, Assignments & Event Attendance

Board Goals

Superintendent’s Evaluation

Burbank Unified School District
1900 W. Olive Avenue Burbank, CA 91506
www.Burbankusd.org

Board of Education
Abigail Pontzer Kamkar – President
Dr. Emily Weisberg – Vice President
Laurette Cano – Clerk
Kelsey Olson – Member
Dr. Armond Aghakhanian – Member

Superintendent
Dr. Tom McCoy

REPORT TO THE BOARD

TO:	Board of Trustees
PREPARED BY:	Dr. Tom McCoy - Superintendent
SUBMITTED BY:	Dr. Tom McCoy - Superintendent
DATE:	August 1, 2026
SUBJECT:	AB 1234 Ethics Training & Brown Act Training

Background:

Annually the Board participates in Ethics & Brown Act Training

Discussion/Issues:

Today the Board will receive training from legal counsel on AB 2158 Ethics Compliance and the Brown Act

Fiscal Impact:

None

Recommendation:

It is the recommendation of District Administration that the Board participate in AB 2158 Ethics Compliance and Brown Act Training

aalrr Atkinson, Andelson Loya, Ruud & Romo

A Professional Law Corporation

AB 2158 Compliance Ethics Training

August 1, 2026

BURBANK UNIFIED SCHOOL DISTRICT

Burbank Unified School District

PRESENTED BY:
David A. Soldani, Partner



AGENDA

- AB 2158 – Expands AB 1234 to School Districts, County Offices of Education and Charter Schools
- Ethical Behavior and Duties of Public Officials
- Good Governance Resolution/Policy Update
- Conflicts of Interest – The Laws that Apply
- AB 1439 – New Law re “Pay-to-Play”
- Perks of Office and Gifts of Public Funds
- Transparency Laws (Brown Act & California Public Records Act)
- Fair Due Process
- Economic Interest Disclosure – FPPC Form 700



New Law — AB 2158 — Required Ethics Training

- **Amends Government Code §§ 53234, 53235, and 53235.1 —**
  - Expands AB 1234 training to schools and COEs and charter schools
  - Now requires completion of ethics training by district, county office, and charter school governing board members regardless of whether compensation or expense reimbursement is received
  - Applies to employees designated by a local agency to receive ethics training
  - Ethics course must be for at least two hours and taken every two years

cont.

New Law — AB 2158 — Required Ethics Training

- **Amends Government Code § 53235.1 —**
  - Applies to governing board members serving as of January 1, 2025 who must receive two hours of training by January 1, 2026
  - Does not apply to members whose term ends on January 1, 2026 or before
  - Requires course provider to provide proof of participation

What is Ethical Behavior?

"Ethical behavior is doing the right thing when no one else is watching—even when doing the wrong thing is legal."

—Aldo Leopold

Duties of Public Officials and Employees

- **Ethics Principles** — General ethics principles encompass the values surrounding trustworthiness, respect, fairness, and responsibility.
- **Responsibility** — In government, the public should know of the responsible conduct, actions, and practices of their local officials.
- **Appearance** — It is equally important for public officials to avoid even the appearance of impropriety.
- **Transparency** — The notion of transparency is key to the public's ability to ensure that its elected and local officials are ethical in their public dealings.

BUSD Board Resolution on Good Governance 6.25.26

- **Resolution requires development of updated policies that address ethics and governance including:**
  - Board Bylaw 9271 – Code of Ethics
  - Board Bylaw 9200 – Limits of Board Member Authority
  - Board Bylaw 9323 – Meeting Conduct
  - Board Bylaw 9322 – Agenda /Meeting Materials

Duties of Public Officials

- *Board Policy 9271 – Code of Ethics (Glendale Model)*
  - **"The Code of Ethics is established to guide the conduct of Board members and outlines the procedures for addressing any ethics complaint . . . in a fair, transparent, and accountable manner.**
  - **"Each Board Member shall:"**

● Consider their position on the Board as a public trust and not use it for private advantage or personal gain.

● Disclose and recuse themselves from making, participating in the making, or in any way using or attempting to use their official position to influence any decision of the District and/or Board when they have a conflict of interest, including, but not limited to, financial, family, personal, or other common law interest or consideration.

Duties of Public Officials

- Encourage ideas and opinions from the stakeholders of the District and endeavor to incorporate stakeholder views into the deliberations and decisions of the Board.
- Make decisions based on careful preparation, objective analysis, and honest convictions, unswayed by partisan bias of any kind.
- Remember that the basic function of the Board is to establish the policies by which District schools are administered and select the Superintendent and employees who will implement those policies.
- Engage respectfully and collaboratively with Board colleagues, students, parents, guardians, families, employees, community, and the public, even when there is disagreement.
- Recognize that they have no legal authority except when acting as a member of the Board and shall present their concerns and concepts through the process of Board debate. If in the minority of any decision, they shall abide by and support the majority decision. When in the majority, they shall respect divergent opinions.

Duties of Public Officials

- Refrain from making statements or promises on how they will vote on any matter which should properly come before the Board as a whole.

- Not disclose confidential or privileged information, especially student, personnel, or legal matters.

- Recognize that the deliberations of the Board in closed session may be released or discussed in public only with Board approval.

- Commit to ongoing learning and professional development through educational conferences, workshops, and training opportunities afforded to Board members.

CONFLICTS OF INTEREST – THE LAWS

Gov. Code § 1090 — Knowledge Check

Every conflict of interest problem can be solved by the individual Board member recusing themselves from the vote.

True or False??

Conflicts of Interests — The Law

- *Penal Code § 68 — Prohibition Against Bribery*
- *Government Code § 1090*
  - Prohibits a Board member's financial interest in any contract under consideration by the agency.
- *The Political Reform Act (Government Code § 87100)*
  - Prohibits a Board member's use of their official position to influence an agency decision in which he or she has an economic interest.
- *Common Law Conflicts of Interest*
  - Prohibits a Board member from placing themselves in a position where their private, personal interests may conflict with their official duties.
- *Incompatible Offices (Government Code § 1099)*
- *Incompatible Activities (Government Code § 1126)*
- *Board Bylaw 9270/9270-E*

Penal Code § 68 — Bribery

- **General Rule** —
  - A public official who asks, receives or agrees to receive any bribe
  - Based on an agreement or understanding that his or her vote, opinion, or action on a pending or future matter before him or her shall be influenced
  - Punishable by fine (if no bribe was received) or up to not more than double the amount of the bribe actually received, whichever is greater
  - If convicted, the public official forfeits his or her office, employment, or appointment, and **"is forever disqualified from holding any office, employment, or appointment, in this state"**
  - **Penalties** – Imprisonment and fine of $2,000-$10,000 or double the bribe received, whichever is more and forfeiture of office and lifetime ban

cont.

Penal Code § 68 — Bribery (cont'd)

- Bribery does not require that a specific official action was pending when the bribe was given;
- Bribery does not require that the bribe was intended to influence any particular act
  - It is sufficient that the evidence reflect that there existed subjects of potential action by the recipient, and that the bribe was given or received with the intent that some action be influenced.
  - Penal Code § 67.5 criminalizes the giving or offering of a bribe to any state, city, or county ministerial officer or employee.
  - Penal Code § 719(a) makes it a crime to threaten public officers or employees of any public or private educational institute with the intent to cause the public officer or employee to do, or refrain from doing, any act in performance or his or her duties, if it reasonably appears to the recipient that threat could be carried out.

Gov. Code § 1090 — Contracts

- **General Rule** — Public officials shall not be financially interested in any contract made by them in their official capacity, or by any body or board of which they are members.
  - Two components to this law:
    - One which proscribes the **individual Board member** who has a financial interest; and
    - One which proscribes **the Board itself** from being involved in the contract.
      - Purpose — Prohibits self-dealing by public officials/employees as applied to contracts.
      - "No man can faithfully serve two masters whose interests are or may be in conflict." *Thomson v. Call* (1985) 38 Cal.3d 633, 648

Gov. Code § 1090 – Contracts

- Who is covered?
  - All state and local officers, employees, and multi-member bodies, whether elected or appointment, both at the state and local level, and includes consultants.
- What is covered?
  - Written contracts, oral contracts, and purchases made outside of the formal contracting process are included.
  - The term "contract" is interpreted broadly under section 1090 and includes "the negotiations, discussions, reasoning, planning, and give and take that go beforehand in the making of a decision."

Chapman v. Superior Court (2005) 130 Cal.App.4th 261, 274.

Gov. Code § 1090 — Is there a financial interest?

- A violation of Section 1090 will be found if there is a direct or indirect connection between the financial interests of the official/employee and the beneficiary of the contract.
  - **Examples**: Own business interest (direct); Business interest of spouse or dependent child (indirect).
  - "[A]n official has a financial interest in a contract if he might profit from it."

People v. Honig (1996) 48 Cal.App.4th 289,333

- **Follow the money.**

Gov. Code § 1091 — Exceptions

- There are two categories of exceptions to a 1090 issue:

  (1) Remote Interest; and

  (2) Noninterest

Gov. Code § 1091 — Remote Interest Exceptions

- **Statutory Remote Interest** — Where public official has a remote interest in contract, agency can still enter into contract if official:
  - Discloses his or her interest to the agency or board;
  - Has it noted in the official records of the agency or board; and
  - Disqualifies himself or herself from voting on the contract and does not influence or attempt to influence a colleague's vote on the matter.
  - **Examples** of remote interests include:
    - Employee of contracting party; attorney; agent or broker of contracting party; supplier of services or goods to a contracting party; landlord or tenant of a contracting party; officer or employee of a nonprofit corporation which is a contracting party.

Gov. Code § 1091 — Remote Interest Exception

- **Statutory Remote Interest — Another Example:**
  - That of an employee or agent of the contracting party, IF:
    - The contracting party has 10 or more other employees;
    - If the officer was an employee or agent of that contracting party for at least three years prior to the officer initially accepting his or her office;
    - The officer owns less than 3 percent of the shares of stock of the contracting party; and
    - The employee or agent is not an officer or director of the contracting party and did not participate in formulating the bid.

Gov. Code § 1091 — Remote Interest Exception

- **Statutory Remote Interest — Another Example:**
  - In 2008, Section 1091 was amended to add a new remote interest which would permit boards to settle litigated matters in which a board is a party, IF:
    - The agreement is entered into as part of a settlement of litigation in which the body or board is represented by legal counsel;
    - After a review of the merits of the agreement, a court of competent jurisdiction finds the agreement serves the public interest; and
    - The interested member has recused himself from all participation, direct or indirect, in the making of the agreement on behalf of the body or board.

Gov. Code § 1091.5 — Noninterest Exceptions

- **Legislature has determined for policy reasons that these interests are exempt from Section 1090.**
- **Does not require abstention.**
  - **Examples:**
    - That of an officer in being reimbursed for his or her actual and necessary expenses incurred in the performance of official duty.
    - That of a spouse of an officer or employee, in his or her spouse's employment or office-holding, if the employment or office-holding has existed **for at least one year prior to election or appointment.**

Spousal Employment Issues

- **<u>General Rule</u>: Employment of spouse after election to Board prohibited.**

  Nielsen v. Richards, County Auditor (1925) 75 Cal.App. 680

  – A public employee whose spouse is a member of the board of trustees of the employing public entity may not be promoted under Government Code section 1090.

  Thorpe v. Long Beach Community College District (2000) 83 Cal.App.4th 655

- **Collective Bargaining Exception** — A school board member may vote on a collective bargaining agreement where his spouse is employed as a teacher in the district.

  69 Ops.Cal.Atty.Gen. 102 (1986)

The Rule of Necessity

- The Rule of Necessity applies when a public official has a financial interest under Section 1090 and/or Section 87100 (the Political Reform Act), but there is no other alternative to accomplish the needed action.
- If the Rule of Necessity applies, the board member must abstain from any participation in the decision.
  - The Rule of Necessity **rarely** (almost ***never***) applies.

Gov. Code § 1097 — Penalty for Violations

- Willful violations may be punished by a fine of not more than $1,000 or by imprisonment in the state prison.
- For an official to act willfully, his or her actions must be purposeful and with knowledge of his or her financial interest in the contract.
- Individual may be forever disqualified from holding public office in California.
  - Criminal prosecution of a city administrator for aiding and abetting another's conflict of interest was improper because the administrator had no financial interest of his own in the contract at issue.
- Contract is void and voidable and public official may lose any money received for services rendered or property conveyed.
  - However, CA Supreme Court recently ruled that there is no private right of action for individuals to sue on the basis of a Gov. Code § 1090 violation.

Government Code section 87100

CONFLICTS OF INTEREST UNDER THE POLITICAL REFORM ACT

Political Reform Act Conflicts

General Rule

A public official at any level of state or local government shall not make, participate in making, or in any way attempt to use the public official's official position to influence a **governmental decision** in which the official knows or has reason to know the official has a financial interest.

Gov. Code § 87100

The Political Reform Act of 1974 — Definitions

Gov. Code § 87100

- Public Official: Includes "every member, officer, employee, or consultant" of a local agency.
- Economic Interest: Under Gov. Code § 87103, an "economic interest" exists "if it is reasonable that the decision will have a material financial effect, distinguishable from its effect on the public generally, on the official, or a member of his or her immediate family."
- Immediate Family: Includes spouse and dependent children.

The Political Reform Act — Qualifying Types of Economic Interest

- Interests (i.e., investments) in business entities.
- Investing $2,000 or more in real property creates an economic interest.
- Sources of income aggregating to at least $500 in the past year.
- Any donor of, or any intermediary or agent for a donor of, a gift or gifts aggregating $630. (*Effective January 1, 2025 – December 31, 2026, the gift limit has been increased from $630 — Adjusted bi-annually tied to CPI*.)
- Interest in a business entity for which the public official is an officer, director, or employee, irrespective of income.
- Interest in personal finances and those of his or her immediate family (defined as “spouse and dependent children.”)

The Political Reform Act — Effect of Disqualification

- Prohibited interest under the PRA does not bar the Board from acting. Board may still act, but official is prohibited from being involved:
  - Publicly identify the financial interest that gives rise to the conflict in detail sufficient to be understood by the public.
  - Recuse and leave the room until after the discussion, vote, and any other disposition of the matter is concluded (unless on consent agenda).
  - The public official may speak on the issue during the time that the general public speaks on the issue.
- If the official is an employee rather than a member of a board, commission, or council, the official's announcement is required to be in writing and given to the official's supervisor or other specified individual.

Government Code section 84308

USE OF PUBLIC RESOURCES & THE "PAY TO PLAY" LAW

Use of Public Resources for Candidate Campaigns

- Public resources can never be used to advocate for or against a candidate!
- Public resources include anything paid for public money:
  - Staff time
  - Office space
  - Equipment
  - Supplies
  - Public Communications



- Violations can result in criminal prosecution, personal liability, and/or FPPC fines.

Use of Public Resources for Candidate Campaigns

- Public resources can be used in connection with ballot measures, but there are strict rules to follow.
  - **Never acceptable use of public funds**: campaign materials, materials that contain express advocacy.
  - **Always acceptable use of public funds**: nonpartisan informational materials.
  - **Test for anything in-between**: Look at the style, tenor, tone and timing of the communication.

The Levine Act – "Pay-to-Play" – Gov. Code § 84308 and Cal. Code Regs., tit. 2, § 18438 et. seq.

- This is the State's "pay-to-play" law. It seeks to prevent local officials from being influenced by large campaign contributions (more than $500) made by persons with business before the agency. It places a limit on the size of contributions, and it requires disqualification of officials who accept large donations.
    - It was significantly strengthened in 2022 and made applicable to local legislative bodies and public officials.
    - Increased from $250 effective January 1, 2025 (Changes made by SB 1243 and SB 1181 – effective January 1, 2025).

The Levine Act Exemptions

Exceptions – "License, permit, or other entitlement for use" does NOT include any of the following:

- Competitively bid contracts that are required by law, agency policy, or agency rule to be awarded pursuant to a competitive process;
- Labor contracts;
- Personal employment contracts;
- Contracts valued under fifty thousand dollars ($50,000);
- Contracts where no party receives financial compensation;
- Contracts between two or more agencies;
- Periodic review or renewal of development agreements unless material modification.

The Political Reform Act — Enforcement

- The Attorney General, the FPPC, district attorneys, and private citizens are authorized to enforce the Political Reform Act through criminal sanctions, civil liability, and civil penalties.
- A fine of up to the greater of $1,000 or three times the amount of the benefit, the amount the person failed to report or unlawfully contributed, expended, or gave or received, may be imposed upon conviction.
- Only a formal written opinion of the FPPC will confer immunity from liability under the PRA.

Gov. Code § 83114

The Political Reform Act — Enforcement

- Private citizen action akin to Private Attorney General action
- Private citizens may sue for injunctive relief to enjoin violations of the Political Reform Act or compel compliance with the Act.

Gov. Code § 91012

- Plaintiff's who prevail may be entitled to attorney's fees.
- Defendant's who prevail must show that the action was objectively without foundation when brought, or the plaintiff continued to litigate after it clearly became so.

Travis v. Brand (Jan. 30, 2023) CA Sup. Ct. S268480

Penal Code section 424; Government Code section 8314

PERQUISITES OF OFFICE

What are “Prerequisites” (Perks) of Public Office?

Perquisite of Public Office is:

- A payment or profit received in addition to a regular wage or salary, especially a benefit expected as one’s due;
- A tip; a gratuity;
- Something claimed as an exclusive right.

Personal Use

“Personal” use of public resources are activities that are for personal enjoyment, private gain or advantage. “Use” means the use of public resources that is substantial enough to result in a gain in advantage for the use and a loss to the local agency that can be estimated as a monetary value.

What are “Prerequisites” (Perks) of Public Office?

Use of Public Resources for Campaign Purposes:

– State law prohibits the use of public resources for campaign purposes. The prohibition applies to campaigns to elect candidates and campaigns in support of or opposition to ballot measures.

Use of Agency Credit Card for Personal Expenses

Agency officials should think carefully when using agency credit cards for personal purchases — even if you plan to reimburse the agency.

Use of Staff Time

The prohibition against personal use of public resources extends to human resources or public agency staff time.

Mass Mailings

Gov. Code § 89001

- The FPPC defines “mass mailings” as sending 200 or more identical pieces that contain the name or pictures of elected officials.
- Items prepared or mailed at public expense generally may not:
  - Feature an elected officer affiliated with the agency that produces or sends the mailing;
  - Include the name, office, photograph, or other reference to an elected officer
- Exceptions:
  - Letterhead
  - Meeting announcements

Gifts of Public Funds

- Public Purpose — Whenever a public official is voting to approve expenditure of public funds, he or she must consider whether the expenditure provides a benefit to the public. If it does not, then the expenditure could be construed as a gift of public funds.
- **California Constitution, art. XVI, Section 6, prohibits a gift of public funds.**
- The test to determine whether a gift is prohibited is whether there is a valid public purpose justifying the expenditure.
  - Payment for travel expenses for elected official's spouse is a gift of public funds because there is no direct and substantial public purpose in paying for the spouse's travel expenses.

cont.

Gifts of Public Funds (cont'd)

- Charitable Donations — A public official shall not assume it is acceptable for a public agency to make a donation to charitable organizations.
  - If donation would not constitute a gift of public funds, the governing Board of the agency should make findings about the benefits to the agency associated with providing resources to the charity.
  - **Examples:**
    - When the charity provides a service that complements or enhances one the public agency itself provides;
    - When there is an identifiable secondary benefit to the public agency;
    - When the charity provides a service the public agency could provide, but chooses not to.

Honoraria

- The Political Reform Act prohibits the receipt of honoraria by elected state and local officers and candidates by any source of income that is required to be reported on the official's statement of economic interests.
  - Reimbursement for travel expenses related to an official or candidate's event where he or she is giving a speech, participating in a panel or seminar are not prohibited and not subject to disclosure.

Common Law Prohibition Against Conflicts of Interest

- The common law prohibition does not go so far as to prevent public officials from voting on matters on which they have expressed particular views, as long as they are not personally biased in the particular matter.
- **Appearance of Impropriety** — California courts have repeatedly held that the conflict of interest laws apply not only to actual conflicts, but also to the "appearance of impropriety."
  - Public office is a public trust created in the interest and benefit of the people.
  - Public officers are obligated to discharge their responsibilities with integrity and fidelity.

Government Code section 1126

DOCTRINE OF INCOMPATIBLE OFFICES

Incompatible Offices (Gov. Code § 1099 et seq.)

- Prohibits board members from simultaneously occupying incompatible public offices
  - Offices are incompatible if there is "any significant clash of duties or loyalties between the offices, if the dual office holding would be improper for reasons of public policy, or if either officer exercises a supervisory, auditory, or removal power over the other."
- When two public offices are incompatible, a public officer shall be deemed to have forfeited the first office upon acceding to the second. This provision is enforceable pursuant to section 803 of the Code of Civil Procedure.
- Does not apply to a governmental body that has only advisory powers
- Note also that an individual may not serve as an elected or appointed member of a local agency governing board if he or she is an employee of the local agency
  - If employee does not resign, their employment will automatically terminate upon being sworn into office

Government Code section 1126

DOCTRINE OF INCOMPATIBLE ACTIVITIES

Incompatible Activities (Gov. Code § 1126)

- Prohibits district board members and employees from engaging in compensated outside activities ("employment, activity, or enterprise") that are in conflict with their public office or employment
- Most all school districts have policies prohibiting employees having incompatible employment
- Only applies to situations "for compensation," does not apply to voluntary positions
- BP 4236/4336

The California Public Records Act and the Brown Act

TRANSPARENCY LAWS

Transparency Laws

The purpose of the transparency laws is to reflect the public's expectation that a public agency makes decisions in a transparent manner and is not hiding any information from the public.

  - There is an expectation that public officials will make fair and impartial decisions without the possibility of personal gain.

- The California Public Records Act
- The Brown Act

California's Sunshine Laws

THE CALIFORNIA PUBLIC RECORDS ACT

CPRA — The Law

- **The General Rule**
  - All records must be disclosed unless (1) they fall under an express exemption under the CPRA, or (2) on the facts of the case the public interest served by not disclosing the record clearly outweighs the public interest served by disclosure. Gov. Code § 7922.000
    - General public policy favors disclosure
  - Unless an individual's right to privacy outweighs the public's interest in disclosure, or if disclosure is exempted by statute, a record retained by a public agency in the course of business must be disclosed upon request.

    BRV, Inc. v. Superior Court (2006) 143 Cal.App.4th 742

CPRA — Disclosable Documents

- **What is a public record?**
  - "As used in this division, 'public records' include any writing containing information relating to the conduct of the public's business prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics."
    Gov. Code § 7920.530
  - ". . . 'writing' means any handwriting, typewriting, printing, photostating, photographing, photocopying, transmitting by electronic mail or facsimile, and every other means of recording upon any tangible thing any form of communication or representation . . ."
    Gov. Code § 7920.545
  - Unless otherwise exempt, a public record in electronic format is subject to disclosure.
    Gov. Code § 7922.570

CPRA — Exemptions

- **Gov. Code section 7924.000 et seq.**
  - Contains numerous exemptions (e.g., draft documents, personnel records, records exempt under other statutes, etc.)
  - Based on two general principals;
    1. Individual privacy interests; and
    2. The Government's need to perform its assigned functions in a reasonably efficient manner.

CPRA — The Identity of the Requestor

- The CPRA defines a "member of the public" as "any person other than a member, agent, officer, or employee of a federal, state, or local agency who is acting within the scope of that membership, agency, office or employment"

  Gov. Code § 7920.515

  - A "member of the public" also includes other public agencies

    Los Angeles Unified School District v. Superior Court (2007) 151 Cal.App.4th 759

  - A "person" under the PRA "includes any natural person, corporation, partnership, limited liability company, firm or association." Gov. Code § 7920.520
    - Unions

      Associated Chino Teachers v. Chino Valley Unified School District (2018) 30 Cal.App.5th 530
    - Sub-agencies
    - Individual Board Members

CPRA — The Identity of the Requestor

- The CPRA "does not allow limitations on access to a public record based upon the **purpose** for which the record is being requested, if the record is otherwise subject to disclosure."

  Gov. Code § 7921.300

- The **motive** of the requester is irrelevant; the question is whether disclosure serves the public interest

  County of Santa Clara v. Superior Court (2009) 170 Cal.App.4th 1301, 1324

- This does not mean an agency must ignore the potential uses of the records if those uses would disrupt operations or be contrary to the public interest

CPRA — Deadlines for Responding

- **Determination of Whether Records Exist (Gov. Code § 7922.535)**
  - Upon ***receipt*** of a CPRA request, an agency has ***10 days*** to determine whether the request seeks disclosable public records
  - 10 days to ***determine*** if records exist, not to ***produce*** records
    - In "unusual circumstances," the agency may take up to 14 additional days to determine whether the request seeks disclosable records.
    - If there are disclosable records, the agency must provide an estimate as to when the records will be made available

City of San Jose v. Superior Court

"This case concerns how laws, originally designed to cover paper documents, apply to evolving methods of electronic communication. It requires recognition that, in today's environment, not all employment-related activity occurs during a conventional workday, or in an employer-maintained workplace."

(*City of San Jose v. Superior Court of Santa Clara County* (2017) 2 Cal.5th 608, 615)

City of San Jose v. Superior Court

Are writings concerning the conduct of public business beyond the CPRA's reach merely because they were sent or received using a nongovernment account?

- **Short Answer**: ***No***
  - When a public employee uses a personal account or device to communicate about the conduct of public business, the writings may be subject to disclosure under the California Public Records Act (*City of San Jose*)



Recommendations in Applying the CPRA

Think in broad terms about where employees should look for records:

- Personal hard drives
- Personal portable devices (voicemails, texts, photos, apps)
- Personal email accounts
- Social media accounts












- Anywhere else employees might communicate or store files

- Be sure to consider all possibilities and new platforms

California's Sunshine Laws

THE BROWN ACT

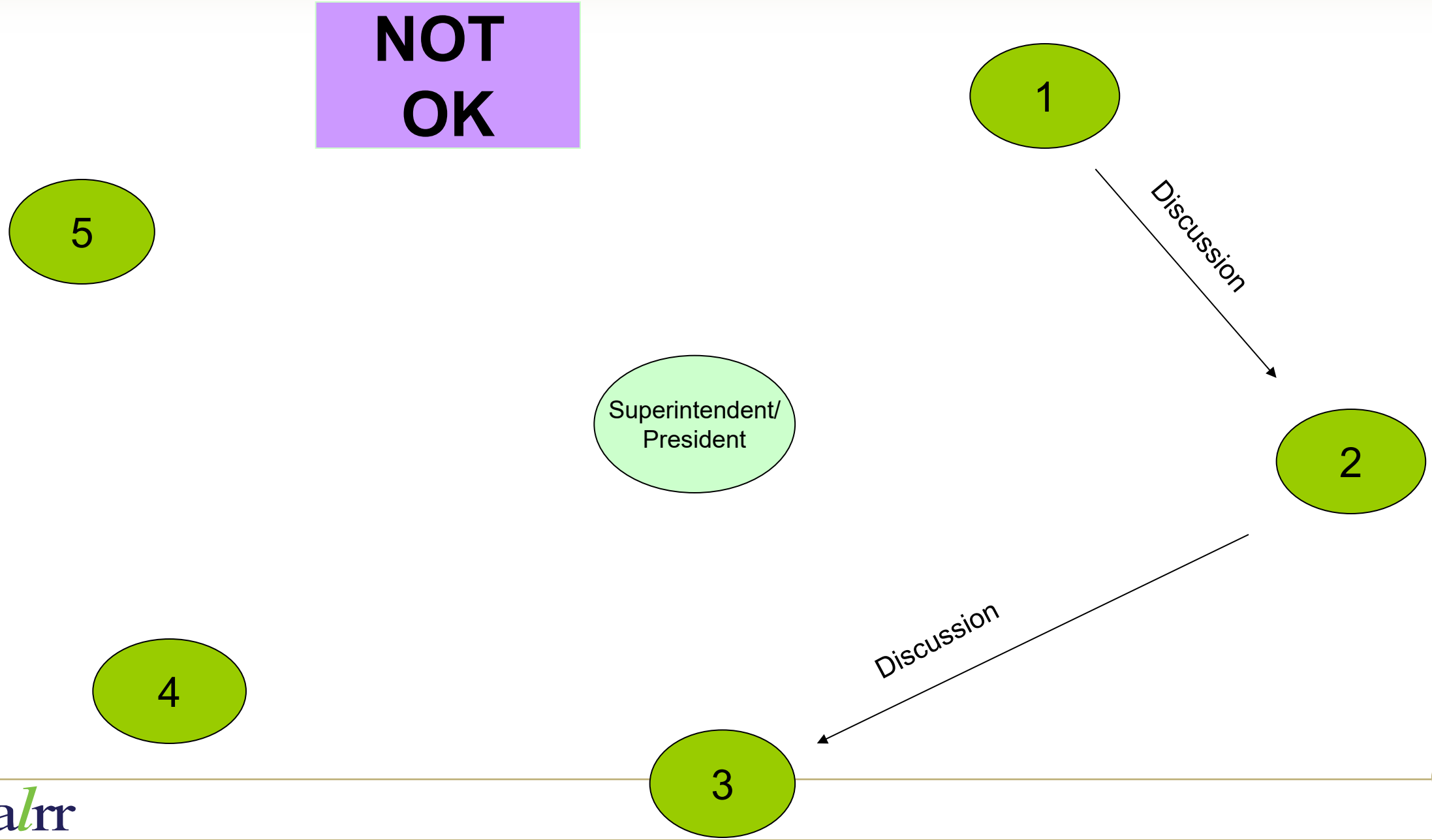
Transparency Laws – The Brown Act

- The Brown Act — Requires decision-making bodies to conduct their business in an open and public meeting to assure the public is fully informed about local decisions.
  - A meeting is any situation involving a majority of the governing board in which business is transacted or discussed.
  - A majority of the board or commission cannot talk privately about an issue before the body no matter how the conversation occurs, whether by telephone, email or text message.

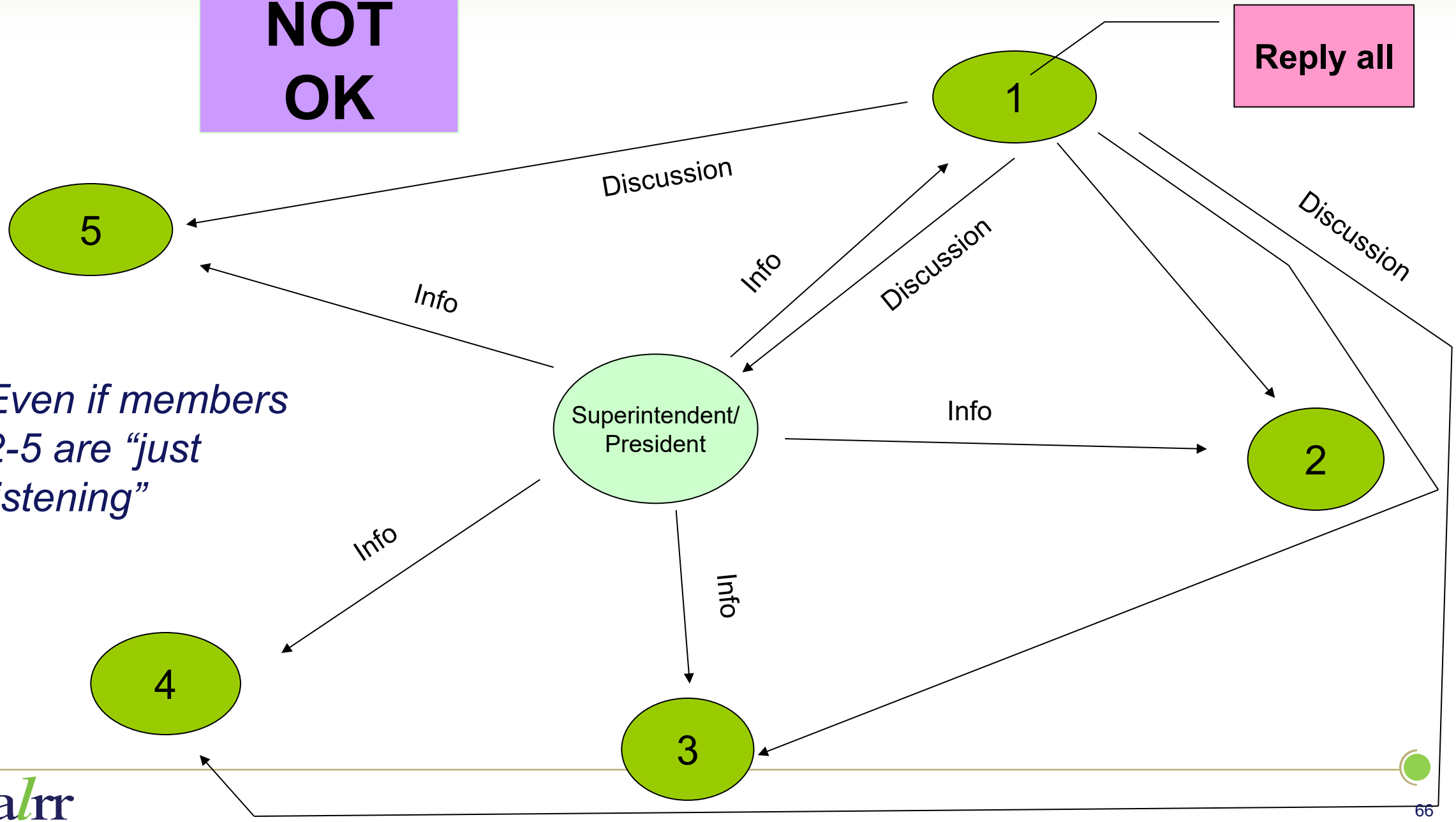
What is a "Serial Meeting"?



- "A Majority of the members of a legislative body shall not, outside a meeting authorized by this chapter, use a series of communications of any kind, directly or through intermediaries, to discuss, deliberate, or take action on any item of business that is within the subject matter jurisdiction of the legislative body." (Gov. Code § 54952.2(b)(1)
- **Examples:**
  - **Hub and Spoke**
  - **Daisy Chain**


NOT OK
1
Discussion
2
Discussion
3
4
5
Superintendent/ President

NOT OK



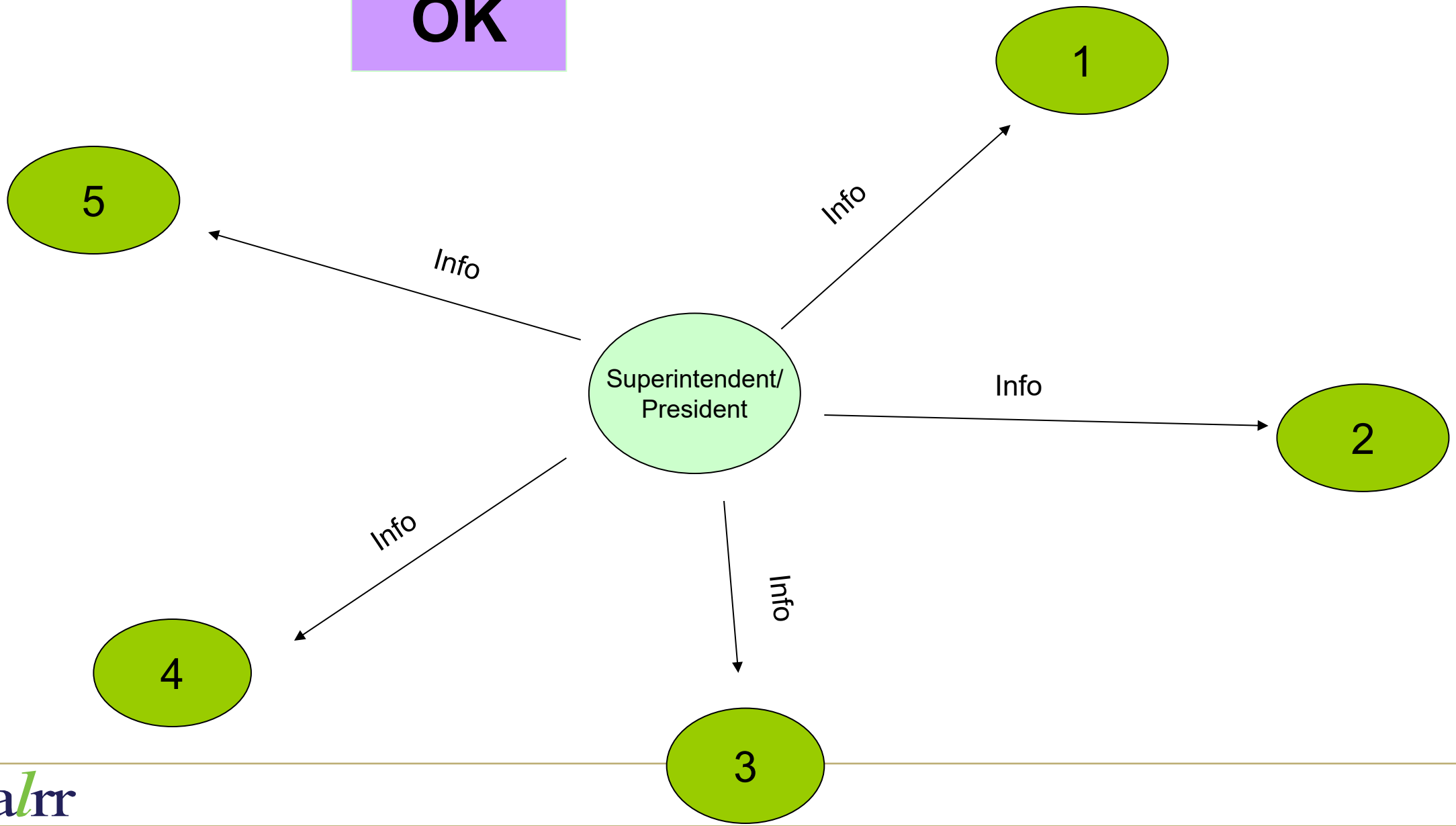
Even if members 2-5 are "just listening"

What is Not a "Serial Meeting"?

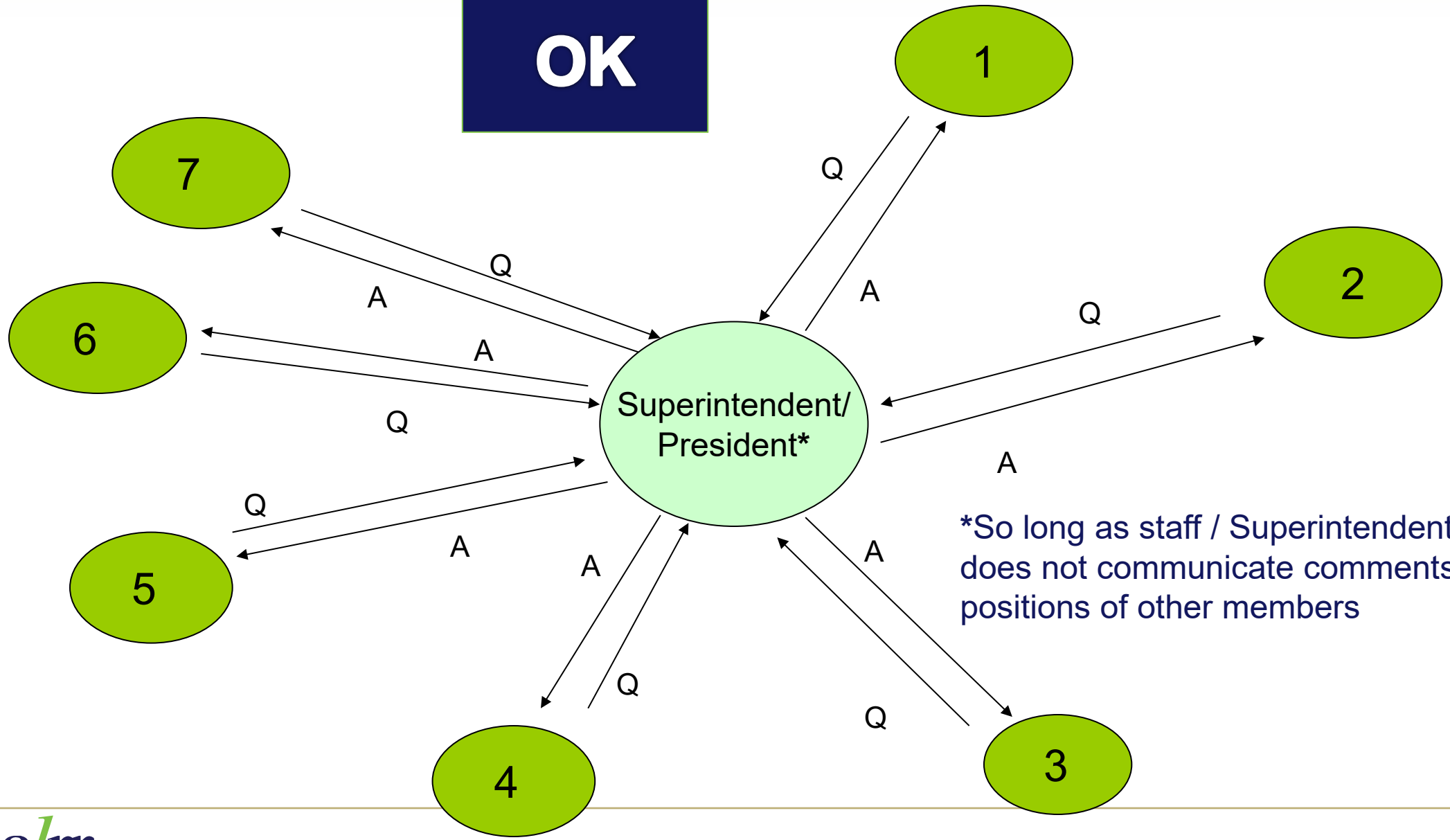
- An ***employee or official*** of a local agency may engage in ***separate conversations or communications*** outside of a meeting with members of a legislative body in order ***to answer questions or provide information*** regarding a matter within the jurisdiction of the agency, if that person does ***not communicate the comments or position of any other member*** to other members of the legislative body.

Gov. Code § 54952.2(b)(2)

OK



OK



*So long as staff / Superintendent/President does not communicate comments or positions of other members

Brown Act — Agenda Posting & Closed Session

- The public has the right to be informed of the time and the issues to be addressed at each meeting. The Agenda for a Regular Meeting must be posted at least **72-hours** in advance of the meeting; **24-hours** in advance of a Special Meeting
  - Brown Act allows for closed session (not open to the public) in limited areas, including (but not limited to):
    - Personnel;
    - Pending Litigation;
    - Real Property Negotiations; and
    - Labor Negotiations.

Transparency Laws – The Brown Act

- The Brown Act — cont'd
  - Anyone attending a meeting may record it with an audio or video recorder unless the governing body makes a finding that the noise, illumination or obstruction of view will disrupt the meetings.
  - Consequences of a Brown Act violation:
    - The decision can be voidable. An individual or entity that seeks to nullify the decision must first provide the public agency with an opportunity to cure the violation.
    - Governing Board members who intentionally violate the open meeting laws may be guilty of a misdemeanor or a fine of up to $1,000 or both.

STATEMENT OF ECONOMIC INTEREST

GIFTS AND FORM 700

Economic Interest Disclosure: FPPC Form 700

- Requires disclosure of personal financial interests, including income. Income includes “gifts” received from certain sources.
- Signed under penalty of perjury.
- Mandatory filers defined by law and listed in Local Conflict of Interest Codes.
  - Identifies which types of economic interests each position must disclose; categories of disclosure assigned to each position.
  - Disclosure categories linked to official’s job duties.

Economic Interest Disclosure: FPPC Form 700 (Government Code section 87200)

- Covered Officials:
  - School and Community College District Board Members
  - County Supervisors/County Chief Administrative Officers/Treasurers
  - District Attorneys/County Counsels
  - City Council Members/Mayors/City Managers/Attorneys/Treasurers
  - Public Officials who manage public investments
  - Candidates for any of these offices at any election
  - **Other officials designated by local agency conflict of interest code**
  - *New 2025: New positions, not yet designated conflict of interest policy, that makes or participates in making government decisions (CCR 18734, Form 804).*
  - *New 2025: Consultants who make or participate in governmental decisions (CCR 18700.3, and 18734, Form 805).*
  - *New 2025: Appointment on **other** boards/commissions that receive $250 or more (Form 806).*

Economic Interest Disclosure: FPPC Form 700

- Where do you get it? FPPC website (fppc.ca.gov)
- When to file:
  - Upon taking office (within 30 days)
  - Upon leaving office (within 30 days)
  - **On an annual basis (postmarked by April 1)**
- Where to file:
  - With County Board of Supervisors
  - File with the district's Filing Officer
- **Form 700 is a public document once filed**

Definition of Gift

A “gift” is any payment made by any person of any thing of value, whether tangible or intangible, real or personal property, a good or service provided to an official that confers a personal benefit for which the official does not provide “full consideration” for the value received.

– Gov. Code § 82028

cont.

Definition of Gift (cont'd)

- Includes: Presents, meals (including beverages), tickets to sporting and entertainment events, plaques, travel, hotel stays, forgiveness of debt, or a rebate or discount not available to the general public
- Gifts to family members count as gifts to the official unless there is a working, social, or similar relationship between the donor and family member separate from the official
- "Family member" includes spouse, registered domestic partner, dependent child, 18-23 year old living with parent(s)

– Cal. Code Regs., tit. 2, § 18943

By the Numbers

- Gifts of $50 or more, or gifts aggregating $50 or more from a single reportable source in a calendar year must be reported on Form 700
- For 2025 and 2026, no elected official/candidate/designated employee of a local agency may accept any **gift(s)** from one source worth more than **$630** in a single calendar year
- The previous gift limit from 2023 and 2024 was $590
- There are MANY exceptions!
- Wedding gifts may exceed annual gift limit and are valued at ½ the amount

Exceptions!

- Gifts do ***not*** include:
  - Campaign contributions
  - Prizes received in a manner not related to the official's status, in a bona fide competition
  - Tickets for the official and 1 guest for admission to event where the official performs a ceremonial function
  - Personalized plaques/trophies worth less than $250
  - Gifts from family members (as distant as first cousins once removed, includes in-laws and former in-laws)
  - Admission, food, minimal items (stress ball!) when making a speech
  - Acts of neighborliness ("feeding your cat")
  - Benefits of wedding attendance (Jordan almonds)

Exceptions (cont'd)

- Gifts do ***not*** include:
  - Bereavement offering
  - Home hospitality
  - Reciprocal exchanges
  - Acts of neighborliness ("feeding your cat")
  - Acts of human compassion
  - Gifts from existing relationships where official has no likelihood of having material financial effect on donor
  - Gifts exchanged between those in a dating relationship
  - Benefits of wedding attendance
  - Certain travel and lodging

Exceptions

- Benefits exchanged in a social relationship with whom an official participates in repeated social events or activities.
  - **Examples** — lunches, dinners, birthdays, holidays, golf, sports…
- Parties typically rotate payments on continuing basis so that each party pays for approximately his or her share of costs over the reporting period.
- If the official receives a disproportionate amount of benefit relative to what the official paid, the official reports only the excess amount.
- No single exchanges over the gift limit.

Exceptions! Gifts to an Agency

- Gift is considered to be “to the Agency” (rather than an individual) if it meets all of the following requirements:
  - Agency head controls use of payment/gift by staff;
  - Payment/gift used for official agency business; and
  - Agency reports the payment.
    - Agency must report gift/payment within 30 days of use, using FPPC Form 801
    - Completed Form 801 must be maintained as a public record by Agency and posted on Agency’s website.

- **Examples**:
  - Vendor “sponsors” administrator retreat;
  - Allows for use of conference room for meeting;
  - Food and beverages are usually considered a gift to the official who consumes them and reportable on Form 700.

Exceptions! Returned, Donated, or Reimbursed Gift

- No gift reporting if:
  - Return gift to donor within 30 days.
  - Donate gift to 501(c)(3) charity within 30 days; official or family member cannot hold position with charity.
  - Reimburse the donor for the gift within 30 days.

Exceptions! Informational Material

- Goods or services that serve primarily to convey information provided to assist an official in job duties.
  - **Examples**:
    - Seminars, books, reports, recordings, on-site tours (does not include food served at a seminar).
  - If others had to pay for seminar and you did not, or you received a discount, then the "discount" is reportable.

Gift Valuation

- Gifts valued at fair market value at time gift is received.
- Special rules:
  - **Invitation-Only Events:** Value is the pro rata share of the food, catering services, and entertainment provided at the event, unless the official only "drops in" and consumes "minimal appetizers and drinks." The cost of entertainment is included only if there is a featured show or performance and does not include music provided for background ambiance.
  - **Tickets:** Face value, only if used or transferred.

Economic Interest Disclosure — FPPC Form 700

- Requires disclosure of personal financial interests, including income. Income includes “gifts” received from certain sources.
- Signed under penalty of perjury.
- Mandatory filers defined by law and listed in Local Conflict of Interest Codes.
  - Identifies which types of economic interests each position must disclose; categories of disclosure assigned to each position.
  - Disclosure categories linked to official’s job duties.

Made a Mistake?

- File an amendment to your Form 700 as soon as possible after you notice the error or omission.
- Find amendment schedules on FPPC's website. (fppc.ca.gov)
- Complete only the schedule with the error. You should not complete the entire form again.
- Amendments are attached to the original statement. The original is not discarded.

Consequences

- Acceptance of gifts in excess of $630 during the previous 12-month period disqualifies an official from participating in decisions involving the source of gift(s).
  - Note: Rolling 12-month period measured from the decision involving the source of the gift.
- Publicly identify the financial interest which gives rise to the conflict in sufficient detail to be understood by the public.
- Recuse himself/herself from discussing/voting on the matter.
- Leave the room except if matter is on the consent agenda.
- Consider possible GC 1090 violation which would prevent approval of a contract.

Behested Payments; Loans; Honoraria; Competitive Bidding

OTHER CONSIDERATIONS

Other Considerations

- **Honoraria** — Gov. Code §§ 89501-89502
  - Neither elected officials nor candidates may accept honoraria (payment for any speech given, article published, or attendance at conference, meal or event.)
- **Mass Mailings** — Gov. Code § 89001
  - Mailing over 200 substantially similar pieces of mail sent in one calendar month.
  - May not feature elected official with agency that produces or sends the mailing.
- **Behested Payments** — Gov. Code § 82015
  - Donation made at the behest of a governmental official.
  - Local elected official asks a third party to contribute funds to a school in her district.
- **Prohibition on Free or Discounted Travel** — Cal. Const., Art. XXII, Sec. 7
  - Public officials may not receive free or discounted travel from transportation companies.

Resources

- **The Fair Political Practices Commission**
  - www.fppc.ca.gov
  - 1-866-ASK-FPPC (1-866-275-3772)
    - Confidential hotline
- **The Attorney General**
  - www.ag.ca.gov

Q&A

Do you have any questions?

aalrr
Atkinson, Andelson
Loya, Ruud & Romo
A Professional Law Corporation

Timely Insights for Today's School Leaders

Complimentary webinar series offered **monthly** during the school year

EdTalk

every 3rd
Wednesday
of the month

TechTalk

every 3rd
Monday
of the month

SPEDTalk

every 2nd
Friday
of the month

aalrr

Stay Connected

Join our community of informed educators. Subscribe to stay up to date on firm news, upcoming trainings, and legal developments impacting educational institutions.



THANK YOU!

For questions or comments, please contact:

David A. Soldani, Partner
(559) 225-6500
dsoldani@aalrr.com

aalrr
Atkinson, Andelson Loya, Ruud & Romo
A Professional Law Corporation

Disclaimer

This AALRR presentation is intended for informational purposes only and should not be relied upon in reaching a conclusion in a particular area of law. Applicability of the legal principles discussed may differ substantially in individual situations. Receipt of this or any other AALRR presentation/publication does not create an attorney-client relationship. The firm is not responsible for inadvertent errors that may occur in the publishing process.

© 2026 Atkinson, Andelson, Loya, Ruud & Romo

Burbank Unified School District
1900 W. Olive Avenue Burbank, CA 91506
www.Burbankusd.org

Board of Education
Abigail Pontzer Kamkar – President
Dr. Emily Weisberg – Vice President
Laurette Cano – Clerk
Kelsey Olson – Member
Dr. Armond Aghakhanian – Member

Superintendent
Dr. Tom McCoy

REPORT TO THE BOARD

TO:	Board of Trustees
PREPARED BY:	Dr. Tom McCoy - Superintendent
SUBMITTED BY:	Dr. Tom McCoy - Superintendent
DATE:	August 1, 2026
SUBJECT:	Discussion of Board ByLaw 9271 Code of Ethics

Background:

Annually the Board considers updates and revisions to Board Policy and Board ByLaws

Discussion/Issues:

Today the Board will discuss and take no action on a new Board ByLaw - 9271 Code of Ethics

Fiscal Impact:

None

Recommendation:

It is the recommendation of District Administration that the Board discuss Board ByLaw 9271 Code of Ethics

Bylaw 9271: Code of Ethics

Status: PENDING

Original Adopted Date: 08/06/2026

The Governing Board is committed to protecting public trust and confidence in the integrity of the District's work. The Board recognizes that Board members must be held to the highest standards of ethical conduct to fulfill its commitment to students, parents, guardians, families, employees, community, and the public.

This Code of Ethics is established to guide the conduct of Board members and outlines the procedure for addressing any ethics complaint ("Complaint") in a fair, transparent, and accountable manner.

Code of Ethics Commitments

In pursuit of the Board's commitment to protecting public trust and confidence in the integrity of the District's work, Board members recognize their obligations to the following:

1. Students. Each Board member's primary responsibility is to serve the needs and well-being of all students of the District, regardless of background or circumstance.

2. Community. Each Board member is responsible to all stakeholders of the District and not solely to those who elected them, nor solely to any organization to which they may belong, or which may have supported their election.

3. Individuals. Each Board member has a direct concern for every individual in the community and shall exercise their authority with as much care and concern for the least influential as for the most influential member of the community.

4. Parents, Guardians & Families. Each Board member values the role of parents, guardians, and families and should support their increasing engagement, involvement, and collaboration with the District.

5. Employees. Each Board member values the role of employees and should support their increasing professional development, competency, and collaboration with the District.

6. Laws & Policies. Each Board member must be aware of and comply with the United States and California Constitutions, California Education Code, laws pertaining to public education, and the District's established policies.

7. Decision Making. Each Board member is an elected representative of the people and can neither relinquish nor delegate their responsibilities to any other individual or group.

8. Colleagues. Each Board member respects the diversity of opinions, experiences, and contributions of Board colleagues.

Code of Ethics Responsibilities

Understanding and acting upon the foregoing premises, each Board member shall:

● Consider their position on the Board as a public trust and not use it for private advantage or personal gain.

● Disclose and recuse themselves from making, participating in the making, or in any way using or attempting to use their official position to influence any decision of the District and/or Board when they have a conflict of interest, including, but not limited to, financial, family, personal, or other common law interest or consideration.

● Recognize that they have no legal authority except when acting as a member of the Board and shall present their concerns and concepts through the process of Board debate. If in the minority of any decision, they shall abide by and support the majority decision. When in the majority, they shall respect divergent opinions.

● Encourage ideas and opinions from the stakeholders of the District and endeavor to incorporate stakeholder views into the deliberations and decisions of the Board.

● Make decisions based on careful preparation, objective analysis, and honest convictions, unswayed by partisan bias of any kind.

● Remember that the basic function of the Board is to establish the policies by which District schools are administered and select the Superintendent and employees who will implement those policies.

● Engage respectfully and collaboratively with Board colleagues, students, parents, guardians, families, employees, community, and the public, even when there is disagreement.

● Refrain from making statements or promises on how they will vote on any matter which should properly come before the Board as a whole.

● Not disclose confidential or privileged information, especially student, personnel, or legal matters.

● Recognize that the deliberations of the Board in closed session may be released or discussed in public only with Board approval.

● Commit to ongoing learning and professional development through educational conferences, workshops, and training opportunities afforded to Board members.

Ethics Training Requirement
Board members shall complete annual training requirements, including, but not limited to, ethics training. Board members shall certify the completion of the required AB1234 training with the Superintendent or designee. A comprehensive list of Board member training requirements is outlined in Board Bylaw 9240 - Board Training.

Legal Advisory Opinions
Board members may seek advice from District legal counsel on matters of District business, including, but not limited to, this Code of Ethics bylaw as it relates to their individual conduct as a Board member, when authorized by the Superintendent, Board President, or a majority of the Board in accordance with Board Bylaw 9124 - Attorney. Board members must submit their request in writing with the facts and information necessary to fulfill the request.

Legal advisory opinion requests may be referred to a third-party legal firm and/or attorney at the General Counsel's discretion. District legal counsel does not represent any individual Board member and represents the Board as a legislative body. Any legal advisory opinion issued pursuant to this bylaw shall be provided to each member of the Board.

Board members recognize the limitations of such legal advice and recognize their sole responsibility to be in compliance with applicable laws and policies.

Ethics Officers
The Superintendent shall designate Ethics Officers to administer the Code of Ethics, Ethics Complaint Procedure, and related processes. The Ethics Officers shall fulfill primarily administrative duties including Complaint intake, Complaint processing, Complaint records management, and other related tasks. The Ethics Officers role may be fulfilled by an individual District employee or multiple District employees.

The Superintendent shall ensure any District employee(s) designated as Ethics Officers or any District employee(s) assigned to a specific Complaint is qualified for the role and is provided the training and support necessary to effectively fulfill the duties.

Ethics Complaint Procedure
The District has established the Ethics Complaint Procedure to protect public trust and confidence in the integrity of the District's work. The Procedure is designed to promote ethics, accountability, transparency, integrity, and public trust. The Procedure shall apply to Complaints formally filed alleging that a Board member(s) has materially violated applicable laws, bylaws, or policies.

Filing an Ethics Complaint
Any individual may submit a formal Complaint through the Procedure.Complaints must address all of the following seven (7) requirements (“Complaint Requirements”) to be eligible for the Procedure.

Complaint Requirements

1. Complaint Subject
The Complainant must identify the Board member(s) with an alleged material violation and the subject of the Complaint.

2. Complaint Category
The Complainant must identify the specific category associated with the alleged material violation included in the Complaint.

The following seven (7) categories are eligible for Complaints through the Procedure.
• Board Bylaw Violation
• Board Policy Violation
• Conflict of Interest Violation
• Misuse of Board Member Authority Violation
• Gifts and Gratuities Violation
• Confidential or Privileged Information Disclosure Violation
• Brown Act Violation

Complaints may not be based on a Board member's exercise of their First Amendment rights to free speech or disagreements with a Board member's personal opinions, individual positions on issues, individual voting record, or conduct not related to a Board member's official duties.

3. Complaint Description
The Complainant must provide a detailed description to support the claim of an alleged material violation including any relevant details such as dates, times, places, and actions. The Complaint must contain sufficient information to warrant further inquiry. The Complaint must be based upon the Complainant’s personal knowledge of facts rather than mere opinion or speculation.

4. Complaint Evidence
The Complainant must provide evidence to support the claim of an alleged material violation such as records, documents, or witnesses. The Complaint must contain sufficient evidence to warrant further inquiry.

5. Complaint Timing
The Complainant must file the Complaint within ninety (90) days from the date the alleged material violation occurred or reasonably could have been discovered to have occurred. An alleged material violation is eligible for a Complaint through the Procedure if it occurred on or after August 6, 2026.

6. Complainant Disclosure
The Complainant must provide their full name and contact information in the Complaint filing. The District shall protect the confidentiality and privacy of any individual who participates in a Complaint review or proceeding from public disclosure to the extent possible and as permitted by law. The Complainant filing the Complaint and Board member(s) subject to the Complaint shall not be anonymous in any necessary public disclosure for transparency purposes.

7. Complainant Declaration
The Complaint must be a written statement signed by the Complainant. The Complainant must affirm that the information submitted in the Complaint is true to the best of their knowledge.

Initial Administrative Review
The Ethics Officer shall provide an Initial Administrative Review of the Complaint. The Ethics Officer shall determine if the Complaint meets all of the seven (7) Complaint Requirements. Upon the completion of the Initial Administrative Review, the Ethics Officers shall dismiss the Complaint ("Dismissed Complaint") or refer the Complaint for an Independent Legal Review ("Referred Complaint").

Dismissed Complaint
The Ethics Officers shall dismiss the Complaint if it has been determined that the Complaint does not meet all of the seven (7) Complaint Requirements. The Ethics Officers shall notify the Complainant of the Dismissed Complaint in writing.

Referred Complaint
The Ethics Officers shall refer the Complaint for an Independent Legal Review if it has been determined that the Complaint does meet all of the seven (7) Complaint Requirements. The Ethics Officers shall notify the Complainant of the Referred Complaint in writing. The Complaint may be referred to the Los Angeles County District Attorney's Office, California Attorney General's Office, Fair Political Practices Commission (FPPC), or other enforcement agencies when appropriate. The Complainant may be referred to a different or alternative process other than the Procedure to properly address the Complaint when appropriate or necessary.

Independent Legal Review

The Ethics Officer shall assign a Referred Complaint to a third-party legal firm, attorney, or legal services entity not affiliated with the District or involved parties ("Outside Counsel"). The Outside Counsel shall conduct a fair, objective, timely, and independent review to evaluate the Complaint and alleged material violation. The Outside Counsel may review records, request documentation, interview witnesses, and take other measures to conduct a thorough Independent Legal Review. The Outside Counsel may consolidate the Independent Legal Review if multiple Referred Complaints from different Complainants include the same or substantially related alleged material violation.

Upon the completion of the Independent Legal Review, the Outside Counsel shall submit a written Complaint Report to the Ethics Officers. The Complaint Report shall include a summary of the initial Complaint filed by the Complainant, the Outside Counsel's factual findings from the Independent Legal Review, and the Outside Counsel's conclusion on whether the Complaint and alleged material violation was unsubstantiated ("Unsubstantiated Complaint") or substantiated ("Substantiated Complaint").

Unsubstantiated Complaint

The Outside Counsel's conclusion of an Unsubstantiated Complaint means that the Complaint and alleged material violation was not substantiated or there was not sufficient evidence to render a conclusion. The Ethics Officer shall notify the Complainant of the Outside Counsel's conclusion of an Unsubstantiated Complaint in writing.

Substantiated Complaint

The Outside Counsel's conclusion of a Substantiated Complaint means that the Complaint and alleged material violation was substantiated with clear and convincing evidence. The Ethics Officers shall notify the Complainant of the Outside Counsel's conclusion of a Substantiated Complaint in writing.

Public Review

The Board President and Superintendent shall place the Substantiated Complaint on the meeting agenda at the next regular Board meeting or at a future regular Board meeting within the next thirty (30) days. The Board shall conduct a Public Review of the Complaint Report during open session at the regular Board meeting to ensure transparency. The review shall include a summary of the initial Complaint filed by the Complainant, the Outside Counsel's factual findings from the Independent Legal Review, and the Outside Counsel's conclusion on the substantiated alleged material violation.

The Complainant who filed the Complaint and the Board member(s) whom is the subject of the Complaint shall be provided an opportunity and a reasonable amount of time to address the substantiated alleged material violation during open session at the regular Board meeting.

Board Response

The Board shall consider an appropriate Board Response following the Public Review of the Substantiated Complaint. The Board shall conduct its deliberations on the Board Response during open session at the regular Board meeting to ensure transparency.

The Board may determine that the matter has been sufficiently addressed with no further action necessary or may determine that further action is necessary. Further action may include, but is not limited to, formal reprimand through a censure resolution, removal of a Board officer position, removal of Board committee assignments, curing and correcting a Board action that may have been impacted by the substantiated alleged material violation, or other measures as permitted by law and policy.

Further action by the Board may be limited due to the nature of elected public service.

Upon the completion of the Board Response, the Ethics Officer shall record the Board Response and any subsequent actions. The Ethics Officer shall notify the Complainant of the Board Response and any subsequent actions in writing. The Ethics Officer shall be responsible for Complaint records management. The Ethics Officer shall maintain a record for each Complaint including the initial Complaint filed by the Complainant, the Outside Counsel's Complaint Report when applicable, the Board Response and any subsequent actions when applicable, and any relevant backup documentation.

The Ethics Officers shall take reasonable steps to prevent the abuse of the Procedure. The Ethics Officer may declare a Complainant as vexatious ("Vexatious Complainant") based on specific scenarios including, but not limited to, one (1) or more of the following specific scenarios:

- Three (3) or more Complaints filed with the same or substantially similar claims during a twelve (12) month period.
- Three (3) or more Dismissed Complaints during a twelve (12) month period.
- Three (3) or more Unsubstantiated Complaints during a twelve (12) month period.
- One (1) Complaint filed with any claims or information known to be false, deceptive, or frivolous.

Vexatious Complainants shall be prohibited from filing a new Complaint through the Procedure for a period of two (2) years. The Ethics Officers shall notify the Complainant of any such determination and restriction in writing.

Annual Reporting
The Ethics Officers shall present an annual report to the Board in open session at a regular Board meeting at least one (1) time per school year. The annual report shall serve as an opportunity for the Board to review the Code of Ethics and Ethics Complaint Procedure, including general summary data and information such as:
• The number of Complaints filed with a breakdown of the Complaint Category.
• The number of currently Open Complaints and previously Closed Complaints.
• The number of Dismissed Complaints, Referred Complaints, Unsubstantiated Complaints, and Substantiated Complaints.
• A fiscal impact analysis of the Ethics Complaint Procedure.

Annual Certification
Board members shall annually certify compliance with the Code of Ethics and Ethics Complaint Procedure at the start of each school year. Board members shall annually sign a statement of acknowledgement to affirm that they will uphold, support, and comply with the Code of Ethics and Ethics Complaint Procedure.

Non-Retaliation
The Board strictly prohibits any form of retaliation against any individual who, in good faith, files a Complaint or participates in a Complaint review or proceeding including, but not limited to, Complainants, witnesses, and Ethics Officers.

No Board member shall take or threaten adverse action, including verbal or written intimidation, public disparagement, or attempts to undermine the credibility or authority of the Ethics Officers or any individual involved in a Procedure process. Retaliatory conduct undermines the integrity of the governance process and may itself constitute a violation.

Any Board member found to have engaged in retaliatory conduct may be subject to censure or other appropriate action as determined by the Board.

Legal References
Education Code 35107, 35160, 35160.1, 35291, 35293, 4119.21
Government Code 1090-1099, 81000-91014, 53234-53235.2, 54950-54963, 6250-6270
Penal Code 424, 630-638
United States Code, Title 20, 1232g
United States Code, Title 42, 1983, 2000d
Code of Federal Regulations, Title 34, 99.1-99.67
California Constitution Article I, Section 1

Burbank Unified School District
1900 W. Olive Avenue Burbank, CA 91506
www.Burbankusd.org

Board of Education
Abigail Pontzer Kamkar – President
Dr. Emily Weisberg – Vice President
Laurette Cano – Clerk
Kelsey Olson – Member
Dr. Armond Aghakhanian – Member

Superintendent
Dr. Tom McCoy

REPORT TO THE BOARD

TO:	Board of Trustees
PREPARED BY:	Dr. Tom McCoy - Superintendent
SUBMITTED BY:	Dr. Tom McCoy - Superintendent
DATE:	August 1, 2026
SUBJECT:	Discussion of Board ByLaw 9270 Conflict of Interest

Background:

Annually the Board considers updates and revisions to Board Policy and Board ByLaws

Discussion/Issues:

Today the Board will discuss and take no action on Board ByLaw - 9270 Conflict of Interest

Fiscal Impact:

None

Recommendation:

It is the recommendation of District Administration that the Board discuss Board ByLaw 9270 Conflict of Interest

Bylaw 9270: Conflict Of Interest

Status: ADOPTED

Original Adopted Date: 02/16/2017 | Last Revised Date: 08/06/2026 | Last Reviewed Date: 08/06/2026

The Governing Board desires to maintain the highest ethical standards and help ensure that decisions are made in the best interest of the district and the public. Accordingly, no Board member, district employee, or other person in a designated position shall participate in the making of any decision for the district when the decision will or may be affected by his/her financial, family, or other personal interest or consideration.

(cf. 9005 - Governance Standards)

Even if a prohibited conflict of interest does not exist, a Board member shall abstain from voting on ~~personnel~~ matters that uniquely affect his/her relatives. However, a Board member may vote on collective bargaining agreements and personnel matters that affect a class of employees to which his/her relative belongs. *Relative* means an adult who is related to the Board member by blood or affinity within the third degree, as determined by the common law, or an individual in an adoptive relationship within the third degree. (Education Code 35107)

A relationship within the third degree includes an individual's parents, grandparents, great-grandparents, children, grandchildren, great-grandchildren, brothers, sisters, aunts, uncles, nieces, nephews, and the similar family of the individual's spouse/registered domestic partner unless the individual is widowed or divorced.

The Board shall adopt for the district a conflict of interest code that incorporates the provisions of 2 CCR 18730 by reference, specifies the district's designated positions, and provides the disclosure categories required for each position. The conflict of interest code shall be submitted to the district's code reviewing body for approval, in accordance with Government Code 87303 and within the deadline for submission established by the code reviewing body. (Government Code 87303)

Upon direction by the code reviewing body, the Board shall review the district's conflict of interest code and submit any changes to the code reviewing body or, if no change is required, the Board shall submit a written statement to that effect. (Government Code 87306.5)

When a change in the district's conflict of interest code is necessitated due to changed circumstances, such as the creation of new designated positions, changes to the duties assigned to existing positions, amendments, or revisions, the amended code shall be submitted to the code reviewing body within 90 days after the changed circumstances necessitating the amendments have become apparent. (Government Code 87306)

When reviewing and preparing the district's conflict of interest code, the Superintendent or designee shall provide officers, employees, consultants, and members of the community adequate notice and a fair opportunity to present their views. (Government Code 87311)

(cf. 9320 - Meetings and Notices)

Board members and designated employees shall annually file a Statement of Economic Interest/Form 700 in accordance with the disclosure categories specified in the district's conflict of interest code. A Board member who leaves office or a designated employee who leaves district employment shall, within 30 days, file a revised statement covering the period of time between the closing date of the last required statement and the date of leaving office or district employment. (Government Code 87302, 87302.6)

(cf. 4117.2/4217.2/4317.2 - Resignation)

(cf. 9222 - Resignation)

Conflict of Interest under the Political Reform Act

A Board member, designated employee, or other person in a designated position shall not make, participate in making, or in any way use or attempt to use his/her official position to influence a ~~governmental~~ Board decision in which he/she knows or has reason to know that he/she has a disqualifying conflict of interest. A disqualifying conflict of interest exists if the decision will have a "reasonably foreseeable material financial effect," which is distinguishable from the effect on the public generally, on the Board member, designated employee, or other person in a designated position, his/her immediate family, or any financial interest described in 2 CCR 18700. (Government Code 87100, 87101, 87103; 2 CCR 18700-18709)

A Board member, designated employee, or other person in a designated position makes a governmental decision when he/she, acting within the authority of his/her office or position, authorizes or directs any action on a matter, votes or provides information or opinion on it, contacts or appears before a district official for the purpose of affecting the decision, or takes any other action specified in 2 CCR 18704.

However, a Board member shall participate in the making of a contract in which he/she has a financial interest if his/her participation is required by the rule of necessity or legally required participation pursuant to Government Code 87101 and 2 CCR 18705.

A Board member who has a disqualifying conflict of interest on an agenda item that will be heard in an open meeting of the Board shall abstain from voting on the matter. He/she may remain on the dais, but his/her presence shall not be counted towards achieving a quorum for that matter. A Board member with a disqualifying conflict of interest shall not be present during a closed session meeting of the Board when the decision is considered and shall not obtain or review a recording or any other nonpublic information regarding the issue. (2 CCR 18702.1)

Additional Requirements for Boards that Manage Public Investments

Any Board member who manages public investments pursuant to Government Code 87200 and who has a financial interest in a decision shall, upon identifying a conflict or potential conflict of interest and immediately prior to the consideration of the matter, do all of the following: (Government Code 87105; 2 CCR 18707)

1. Publicly identify each financial interest that gives rise to the conflict or potential conflict of interest in detail sufficient to be understood by the public, except that disclosure of the exact street address of a residence is not required.

2. Recuse himself/herself from discussing and voting on the matter, or otherwise acting in violation of Government Code 87100. The Board member shall not be counted toward achieving a quorum while the item is discussed.

   However, the Board member may speak on the issue during the time that the general public speaks on it and may leave the dais to speak from the same area as members of the public. He/she may listen to the public discussion and deliberations of the matter with members of the public.

3. Leave the room until after the discussion, vote, and any other disposition of the matter is concluded, unless the matter has been placed on the portion of the agenda reserved for uncontested matters.

   If the item is on the consent calendar, the Board member must recuse himself/herself from discussing or voting on that matter, but the Board member is not required to leave the room during consideration of the consent calendar.

4. If the Board's decision is made during closed session, disclose his/her interest orally during the open session preceding the closed session. This disclosure shall be limited to a declaration that his/her recusal is because of a conflict of interest pursuant to Government Code 87100. He/she shall not be present when the item is considered in closed session and shall not knowingly obtain or review a recording or any other nonpublic information regarding the Board's decision.

(cf. 3430 - Investing)
(cf. 9321 - Closed Session Purposes and Agendas) (cf. 9321.1 - Closed Session Actions and Reports)

Conflict of Interest under Government Code 1090 - Financial Interest in a Contract

Board members, employees, or district consultants shall not be financially interested in any contract made by the Board on behalf of the district, including in the development, preliminary discussions, negotiations, compromises, planning, reasoning, and specifications and solicitations for bids. If a Board member has such a financial interest in a contract made by the Board, the contract is void. (Government Code 1090)

A Board member shall not be considered to be financially interested in a contract in which he/she has only a "remote interest," as specified in Government Code 1091, if the interest is disclosed during a Board meeting and noted in the official Board minutes. The affected Board member shall not vote or debate on the matter or attempt to influence any other Board member or district official to enter into the contract. (Government Code 1091)

In addition, a Board member shall not be considered to be financially interested in a contract in which his/her interest is a "noninterest" as defined in Government Code 1091.5. Noninterest includes a Board member's interest in being reimbursed for his/her actual and necessary expenses incurred in the performance of his/her official duties, in the employment of his/her spouse/registered domestic partner who has been a district employee for at least one year prior to the Board member's election or appointment, or in any other applicable circumstance specified in Government Code 1091.5.

Common Law Doctrine Against Conflict of Interest

A Board member shall abstain from any official action in which his/her private or personal interest may conflict with his/her official duties.

Incompatible Offices and Activities

Board members shall not engage in any employment or activity or hold any office which is inconsistent with, incompatible with, in conflict with, or inimical to the Board member's duties as an officer of the district. (Government Code 1099, 1126)

Gifts

Board members and designated employees may accept gifts only under the conditions and limitations specified in Government Code 89503 and 2 CCR 18730.

The limitation on gifts does not apply to wedding gifts and gifts exchanged between individuals on birthdays, holidays, and other similar occasions, provided that the gifts exchanged are not substantially disproportionate in value. (Government Code 89503)

In addition, the limitation on gifts does not apply to informational materials such as books, reports, pamphlets, calendars, and periodicals. (Government Code 82028)

Gifts of travel and related lodging and subsistence shall be subject to the current gift limitation, except when: (Government Code 89506)

1. The travel is in connection with a speech given by a Board member or designated employee, provided the lodging and subsistence expenses are limited to the day immediately preceding, the day of, and the day immediately following the speech and the travel is within the United States.

2. The travel is provided by a person or agency specified in Government Code 89506, including a government, governmental agency or authority, bona fide public or private educational institution, as defined in Revenue and Taxation Code 203, or nonprofit organization exempt from taxation under section 501(c)(3) of the Internal Revenue Code.

Gifts of travel exempted from the gift limitation, as described in items #1 and 2 above, shall nevertheless be reportable on the recipient's Statement of Economic Interest/Form 700 as required by law.

A gift of travel does not include travel provided by the district for Board members and designated employees. (Government Code 89506)

Honoraria

Board members and designated employees shall not accept any honorarium, which is defined as any payment made in consideration for any speech given, article published, or attendance at any public or private conference, convention, meeting, social event, meal, or like gathering. (Government Code 89501, 89502)

The term honorarium does not include: (Government Code 89501)

1. Earned income for personal services customarily provided in connection with a bona fide business, trade, or profession, unless the sole or predominant activity of the business, trade, or profession is making speeches

2. Any honorarium which is not used and, within 30 days after receipt, is either returned to the donor or delivered to the district for donation into the general fund without being claimed as a deduction from income for tax purposes

DESIGNATED POSITIONS [Exhibit "B"]

The following are "designated positions" as defined in Section 200 of the Conflict of Interest and Disclosure Code. All persons holding these positions are designated persons and are deemed to participate in making of decisions, which may foreseeably have a material effective on a financial interest:

Designated Positions	Reportable Economic Interest Category Numbers (**See** Exhibit "**A**")
Board Member	1, 2, 3
Superintendent	1, 2, 3
Deputy Superintendent	1, 2, 3
Senior Director, Facilities	1, 2, 3
Assistant Superintendent	1, 2, 3
Director Facilities and Director Information Technology	4
Director Human Resources	4, 5
Directors	4
Technology Services Manager	4
Supervisor, Budget	4
Supervisor, Accounting	4
Director, Purchasing	**4,5**
Senior Buyer	4
Buyer	4
Purchasing Technician	4
Members, School Facilities Oversight Committee	1, 4
Consultants/New Positions	6

*Except a nonvoting member appointed in accordance with the provisions of Section 35012 of the California Education Code.

**Consultants/New Positions are included In the list of designated positions and shall disclose pursuant to the broadest disclosure category in the code, subject to the following limitations: The Superintendent or his or her designee may determine in writing that a particular consultant or new position, although a "designated position," is hired to perform a range of duties that is limited in scope and thus is not required to fully comply with disclosure requirements in this section. Such written determination shall include a description of the consultant's or new position's duties and, based upon that description, a statement of the extent of disclosure requirements. The Superintendent or his or her designee's determination is a public r cord and shall be retained for public inspection in the same manner and location as this conflict-of-interest code. (Gov. Code Section 81008.)

EFFECTIVE DATE: 12/20/2024

DISCLOSURE CATEGORIES [Exhibit "A"]

Category 1

Persons in this category shall disclose all interest in real property within the jurisdiction. Real Property shall be deemed to be within the jurisdiction if the property of any part of it is located within or not more than two miles outside the boundaries of the jurisdiction or within two of any land owned or used by agency.

Persons are not required to disclose property a residence, such as a home or vacation cabin, used exclusively as a personal residence; however, a residence in which a person rents out a room or for which a person claims a business deduction may be reportable.

Category 2

Persons in this category shall disclose all investments and business positions.

Category 3

Persons in this category shall disclose all income (including gifts, loans, and travel payments) and business positions.

Category 4

Persons in this category shall disclose all business positions, investments in, or income (including gifts, loans, and travel payments) received from business entities that manufacture, provide, or sell service and/or supplies of a type utilized by the agency and associated with the job assignment of designated positions assigned to this disclosure category.

Category 5

Persons in this category shall disclose all income (including fits, loans, and travel payments) from any Burbank Unified School District employee, any representative or association of such employee; and business positions or income (including receipt of gifts, loans, and travel payments) from any entity owned or controlled by such employee's spouse or other financial dependent.

Category 6

Individuals who perform under contract the duties of any designated position shall be required to file Statements of Economic Interests disclosing reportable interest in the categories assigned to that designated position.

In addition, individuals who, under contract, participate in decisions which affect financial interests by providing information advice, recommendation or counsel to the agency which could affect financial interest shall be required to file Statements of Economic Interests, unless they fall within the Political Reform Act1s exceptions to the definition of consultant. The level of disclosure shall be as determined by the executive officer (or head} of the agency. (See footnote with "**" in Exhibit "B" for clarification.)

Consultants/New Positions are included in the list of designated positions and shall disclose pursuant to the broadest disclosure category in the code, subject to the following limitations:

The Superintendent or his or her designee may determine in writing that a particular consultant or new position, although a "designated position," is hired to perform a range of duties that is limited in scope and thus is not required to fully comply with disclosure requirements in this section. Such written determination shall include a description of the consultant's or new position's duties and, based upon that description, a statement of the extent of disclosure requirements. The Superintendent or his or her designee's determination is a public record and shall be retained for public inspection in the same manner and location as this conflict-of-interest code. (Gov. Code Section 81008.)

A consultant is an individual who, pursuant to a contract with the district, makes a governmental decision whether to: (2 CCR 18701)

1. Approve a rate, rule, or regulation
2. Adopt or enforce a law
3. Issue, deny, suspend, or revoke a permit, license, applicaIon, cerIficate, approval, order, or similar authorization or entitlement
4. Authorize the district to enter into, modify, or renew a contract that requires district approval
5. Grant district approval to a contract that requires district approval and in which the district is a party, or to the specifications for such a contract
6. Grant district approval to a plan, design, report, study, or similar item
7. Adopt or grant district approval of district policies, standards, or guidelines

A consultant is also an individual who, pursuant to a contract with the district, serves in a staff capacity with the district and in that capacity participates in making a governmental decision as defined in 2 CCR 18702.2 or performs the same or substantially all the same duties for the district that would otherwise be performed by an individual holding a position specified in the district's conflict of interest code. (2 CCR 18701)

Burbank Unified School District
1900 W. Olive Avenue Burbank, CA 91506
www.Burbankusd.org

Board of Education
Abigail Pontzer Kamkar – President
Dr. Emily Weisberg – Vice President
Laurette Cano – Clerk
Kelsey Olson – Member
Dr. Armond Aghakhanian – Member

Superintendent
Dr. Tom McCoy

REPORT TO THE BOARD

TO:	Board of Trustees
PREPARED BY:	Dr. Tom McCoy - Superintendent
SUBMITTED BY:	Dr. Tom McCoy - Superintendent
DATE:	August 1, 2026
SUBJECT:	Discussion of Board ByLaw 9200 Limits of Board Member Authority

Background:

Annually the Board considers updates and revisions to Board Policy and Board ByLaws

Discussion/Issues:

Today the Board will discuss and take no action on Board ByLaw - 9200 Limits of Board Member Authority

Fiscal Impact:

None

Recommendation:

It is the recommendation of District Administration that the Board discuss Board ByLaw 9200 Limits of Board Member Authority

Bylaw 9200: Limits Of Board Member Authority

Status: ADOPTED

Original Adopted Date: 09/21/2006 | Last Reviewed Date: 08/06/2026 | Last Revised Date 08/06/2026

The Board of Education recognizes that the Board is the unit of authority over the district and that a Board member has no individual authority. Board members shall hold the education of students above any partisan principle, group interest, or personal interest.

Unless agreed to by the Board as a whole, individual members of the Board shall not exercise any administrative responsibility with respect to the schools or command the services of any school employee. Individual Board members shall submit requests for information to the Superintendent. Board members shall refer Board-related correspondence to the Superintendent for forwarding to the Board or for placement on the Board's agenda, as appropriate.

Individual Board members do not have the authority to resolve complaints. Any Board member approached directly by a person with a complaint should refer the complainant to the Superintendent or designee so that the problem may receive proper consideration and be handled through the appropriate district process.

A Board member ~~whose child is attending a district school~~ should be aware of his/her role as a Board member when interacting with district employees ~~about his/her child~~. Because his/her position as a Board member may inhibit the performance of school personnel, the Board member should inform the Superintendent or designee before meeting with district employees, requesting services from district employees, and/or volunteering in ~~his/her child's~~ schools and classrooms.

The Superintendent or designee shall provide a copy of the state's open meeting laws (Brown Act) to each Board member and to anyone who is elected to the Board but has not yet assumed office.

Board members and persons elected to the Board who have not yet assumed office are responsible for complying with the requirements of the Brown Act. (Government Code 54952.1)

Burbank Unified School District
1900 W. Olive Avenue Burbank, CA 91506
www.Burbankusd.org

Board of Education
Abigail Pontzer Kamkar – President
Dr. Emily Weisberg – Vice President
Laurette Cano – Clerk
Kelsey Olson – Member
Dr. Armond Aghakhanian – Member

Superintendent
Dr. Tom McCoy

REPORT TO THE BOARD

TO:	Board of Trustees
PREPARED BY:	Dr. Tom McCoy - Superintendent
SUBMITTED BY:	Dr. Tom McCoy - Superintendent
DATE:	August 1, 2026
SUBJECT:	Discussion of Board ByLaw 9323 Meeting Conduct

Background:

Annually the Board considers updates and revisions to Board Policy and Board ByLaws

Discussion/Issues:

Today the Board will discuss and take no action on Board ByLaw - 9323 Meeting Conduct

Fiscal Impact:

None

Recommendation:

It is the recommendation of District Administration that the Board discuss Board ByLaw 9323 Meeting Conduct

Bylaw 9323: Meeting Conduct

Status: ADOPTED

Original Adopted Date: 01/18/2018 | Last Reviewed Date: 08/06/2026 | Last Revised Date: 08/06/2026

Meeting Procedures

All Board of Education meetings shall begin on time and shall be guided by an agenda prepared in accordance with Board bylaws and posted and distributed in accordance with the Ralph M. Brown Act (open meeting requirements) and other applicable laws.

The Board president shall conduct Board meetings in accordance with Board bylaws and procedures that enable the Board to efficiently consider issues and carry out the will of the majority.

The Board believes that late night meetings deter public participation, can affect the Board's decision-making ability, and can be a burden to staff. Regular Board meetings shall be adjourned at 10:30 p.m. unless extended to a specific time determined by a majority of the Board. The meeting shall be extended no more than once and subsequently may be adjourned to a later date.

Quorum and Abstentions

The Board shall act by majority vote of all of the membership constituting the Board. (Education Code 35164)

The Board believes that when no conflict of interest requires abstention, its members have a duty to vote on issues before them. When a member abstains, the abstention shall not be counted for purposes of determining whether a majority of the membership of the Board has taken action.

Provided the Board typically has ~~seven~~ five members and there are no more than two vacancies on the Board, the vacant position(s) shall not be counted for purposes of determining how many members of the Board constitute a majority. In addition, whenever any provisions of the Education Code require unanimous action of all or a specific number of the members, the vacant position(s) shall not be counted for purposes of determining the total membership constituting the Board. (Education Code 35165)

Public Participation

Members of the public are encouraged to attend Board meetings and to address the Board concerning any item on the agenda or within the Board's jurisdiction. So as not to inhibit public participation, persons attending Board meetings shall not be requested to sign in, complete a questionnaire, or otherwise provide their name or other information as a condition of attending the meeting.

In order to conduct district business in an orderly and efficient manner, the Board requires that public presentations to the Board comply with the following procedures:

1. The Board shall give members of the public an opportunity to address the Board on any item of interest to the public that is within the subject matter jurisdiction of the Board, either before or during the Board's consideration of the item. (Education Code 35145.5; Government Code 54954.3)

2. At a time so designated on the agenda at a regular meeting, members of the public may bring before the Board matters that are not listed on the agenda. The Board shall take no action or discussion on any item not appearing on the posted agenda, except as authorized by law. (Education Code 35145.5; Government Code 54954.2)

3. ~~Without taking action, Board members or district staff members may briefly respond to statements made or questions posed by the public about items not appearing on the agenda. Additionally, On their own initiative or in response to questions posed by the public~~, Board members or staff members may ask a question for clarification, make a brief announcement, or make a brief report on their own activities. (Government Code 54954.2)

   Furthermore, the Board or a Board member may provide a reference to staff or other resources for factual information, ask staff to report back to the Board at a subsequent meeting concerning any matter, or take action directing staff to place a matter of business on a future agenda. (Government Code 54954.2)

4. The Board need not allow the public to speak on any item that has already been considered by a committee composed exclusively of Board members at a public meeting where the public had the opportunity to address the committee on that item. However, if the Board determines that the item has been substantially changed since the committee heard the item, the Board shall provide an opportunity for the public to speak. (Government Code 54954.3)

5. A person wishing to be heard by the Board shall first be recognized by the president and shall then proceed to comment as briefly as the subject permits.

   In general, individual speakers will be allowed ~~five~~ three minutes to address the Board on each agenda or nonagenda item. However, in exceptional circumstances when necessary to ensure full opportunity for public input, the Board president may, with Board consent, adjust the amount of time allowed for public input and/or the time allotted for each speaker. Any such adjustment shall be done equitably so as to allow a diversity of viewpoints. The president may also ask members of the public with the same viewpoint to select a few individuals to address the Board on behalf of that viewpoint.

   In order to ensure that non-English speakers receive the same opportunity to directly address the Board, any member of the public who utilizes a translator shall be provided at least twice the allotted time to address the Board, unless simultaneous translation equipment is used to allow the Board to hear the translated public testimony simultaneously. (Government Code 54954.3)

6. The Board president may rule on the appropriateness of a topic, subject to the following conditions:

   a. If a topic would be suitably addressed at a later time, the Board president may indicate the time and place when it should be presented.

   b. The Board shall not prohibit public criticism of its policies, procedures, programs, services, acts, or omissions. (Government Code 54954.3)

   c. The Board shall not prohibit public criticism of district employees. However, whenever a member of the public initiates specific complaints or charges against an individual employee, the Board president shall inform the complainant of the appropriate complaint procedure.

7. The Board president shall not permit any disturbance or willful interruption of Board meetings. Persistent disruption by an individual or group or any conduct or statements that threaten the safety of any person(s) at the meeting shall be grounds for the president to terminate the privilege of addressing the Board.

   The Board may remove disruptive individuals and order the room cleared if necessary. In this case, members of the media not participating in the disturbance shall be allowed to remain, and individuals not participating in such disturbances may be allowed to remain at the discretion of the Board. When the room is ordered cleared due to a disturbance, further Board proceedings shall concern only matters appearing on the agenda. (Government Code 54957.9)

When such disruptive conduct occurs, the Superintendent or designee shall contact local law enforcement as necessary.

Recording by the Public

Members of the public may record an open Board meeting using an audio or video recorder, still or motion picture camera, cell phone, or other device, provided that the noise, illumination, or obstruction of view does not persistently disrupt the meeting. The Superintendent or designee may designate locations from which members of the public may make such recordings without causing a distraction.

If the Board finds that noise, illumination, or obstruction of view related to these activities would persistently disrupt the proceedings, these activities shall be discontinued or restricted as determined by the Board. (Government Code 54953.5, 54953.6)

Burbank Unified School District
1900 W. Olive Avenue Burbank, CA 91506
www.Burbankusd.org

Board of Education
Abigail Pontzer Kamkar – President
Dr. Emily Weisberg – Vice President
Laurette Cano – Clerk
Kelsey Olson – Member
Dr. Armond Aghakhanian – Member

Superintendent
Dr. Tom McCoy

REPORT TO THE BOARD

TO:	Board of Trustees
PREPARED BY:	Dr. Tom McCoy - Superintendent
SUBMITTED BY:	Dr. Tom McCoy - Superintendent
DATE:	August 1, 2026
SUBJECT:	Discussion of Board ByLaw 9322 Agenda/Meeting Materials

Background:

Annually the Board considers updates and revisions to Board Policy and Board ByLaws

Discussion/Issues:

Today the Board will discuss and take no action on Board ByLaw - 9322 Agenda/Meeting Materials

Fiscal Impact:

None

Recommendation:

It is the recommendation of District Administration that the Board discuss Board ByLaw 9322 Agenda/Meeting Materials

Bylaw 9322: Agenda/Meeting Materials

Status: ADOPTED

Original Adopted Date: 04/04/2019 | Last Reviewed Date: 08/06/2026 | Last Revised Date 08/06/2026

Agenda Content

Board of Education meeting agendas shall reflect the district's vision and goals and the Board's focus on student learning.

Each agenda shall state the meeting time and place and shall briefly describe each business item to be transacted or discussed, including items to be discussed in closed session. (Government Code 54954.2)

The agenda shall provide members of the public the opportunity to address the Board on any agenda item before or during the Board's consideration of the item. However, the agenda need not provide an opportunity for public comment when the agenda item has previously been considered at an open meeting of a committee comprised exclusively of Board members, provided that members of the public were afforded an opportunity to comment on the item at that meeting and that the item has not been substantially changed since the committee considered it. (Government Code 54954.3)

The agenda for a regular Board meeting shall also provide members of the public an opportunity to provide comment on matters which are not on the agenda but which are within the subject matter jurisdiction of the Board. (Education Code 35145.5; Government Code 54954.3)

Each agenda for a regular meeting shall list the address designated by the Superintendent or designee for public inspection of documents related to an open session item that have been distributed to the Board less than 72 hours before the meeting. (Government Code 54957.5)

The agenda shall include information regarding how, when, and to whom a request should be made if an individual requires disability-related accommodations or modifications, including auxiliary aids and services, in order to participate in the Board meeting. (Government Code 54954.2)

Agenda Preparation

The Board president and the Superintendent, as secretary to the Board, shall work together to develop the agenda for each regular and special meeting.

Any Board member or member of the public may request that a matter within the jurisdiction of the Board be placed on the agenda of a regular meeting. The request shall be submitted in writing to the Superintendent or designee with supporting documents and information, if any, at least one week before the scheduled meeting date. Items submitted less than a week before the scheduled meeting date may be postponed to a later meeting in order to allow sufficient time for consideration and research of the issue.

The Board president and Superintendent shall decide whether a request from a member of the public is within the subject matter jurisdiction of the Board. Items not within the subject matter jurisdiction of the Board ~~may~~ shall not be placed on the agenda. In addition, before placing the item on the agenda, the Board president and Superintendent shall determine if the item is merely a request for information or whether the issue is covered by an existing policy or administrative regulation.

If the Board president and Superintendent deny a request from a Board member to place an item on the agenda, the Board member may request the Board to take action to determine whether the item shall be placed on the agenda.

The Board president and Superintendent shall also decide whether an agenda item is appropriate for discussion in open or closed session, and whether the item should be an action item subject to Board vote or an information item that does not require immediate action.

In order to promote efficient meetings, the Board may bundle a number of items and act upon them together by a single vote through the use of a consent agenda. Consent items shall be items of a routine nature and items for which Board discussion is not anticipated and for which the Superintendent recommends approval. When any Board member requests the removal of an item from the consent agenda, the item shall be removed and given individual consideration for action as a regular agenda item.

The agenda shall provide an opportunity for members of the public to comment on any consent agenda item that has not been previously considered. (Government Code 54954.3)

Any Board action that involves borrowing $100,000 or more shall be discussed, considered, and deliberated upon as a separate item of business on the meeting agenda. (Government Code 53635.7)

All public communications with the Board are subject to requirements of relevant Board policies and administrative regulations.

Agenda Dissemination to Board Members

At least 72 hours before each regular meeting, each Board member shall be provided a copy of the agenda and agenda packet, including the Superintendent or designee's report; minutes to be approved; copies of communications; reports from committees, staff, and others; and other available documents pertinent to the meeting.

When special meetings are called, Board members shall receive, at least 24 hours prior to the meeting, notice of the business to be transacted. (Government Code 54956)

Board members shall review agenda materials before each meeting. Individual members may confer directly with the Superintendent or designee to ask questions and/or request additional information on agenda items. However, a majority of Board members shall not, outside of a noticed meeting, directly or through intermediaries or electronic means discuss, deliberate, or take action on any matter within the subject matter jurisdiction of the Board.

Agenda Dissemination to Members of the Public

Any agenda and related materials distributed to the Board shall be made available to the public upon request without delay. Only those documents which are disclosable public records under the Public Records Act and which relate to an agenda item scheduled for the open session portion of a regular meeting shall be made available to the public. (Government Code 54957.5)

At least 72 hours prior to a regular meeting, the agenda shall be posted at one or more locations freely accessible to members of the public. (Government Code 54954.2)

In addition, the Superintendent or designee shall post the agenda on the homepage of the district web site. The posted agenda shall be accessible through a prominent direct link to the current agenda or to the district's agenda management platform in accordance with Government Code 54954.2. When the district utilizes an integrated agenda management platform, the link to that platform shall take the user directly to the web site with the district's agendas, and the current agenda shall be the first available. (Government Code 54954.2)

If a document which relates to an open session agenda item of a regular Board meeting is distributed to the Board less than 72 hours prior to a meeting, the Superintendent or designee shall make the document available for public inspection at a designated location at the same time the document is distributed to all or a majority of the Board. (Government Code 54957.5)

The Superintendent or designee shall mail a copy of the agenda or a copy of all the documents constituting the agenda packet to any person who requests the items. The materials shall be mailed at the time the agenda is posted or upon distribution of the agenda to a majority of the Board, whichever occurs first. (Government Code 54954.1)

Any request for mailed copies of agendas or agenda packets shall be in writing and shall be valid for the calendar year in which it is filed. Written requests must be renewed following January 1 of each year. (Government Code 54954.1)

Persons requesting mailing of the agenda or agenda packet shall pay an annual fee, as determined by the Superintendent or designee, not to exceed the cost of providing the service.

Any document prepared by the district or Board and distributed during a public meeting shall be made available for public inspection at the meeting. Any document prepared by another person shall be made available for public inspection after the meeting. These requirements shall not apply to a document that is exempt from public disclosure under the Public Records Act. (Government Code 54957.5)

Upon request, the Superintendent or designee shall make the agenda, agenda packet, and/or any writings distributed at the meeting available in appropriate alternative formats to persons with a disability, as required by the Americans with Disabilities Act. (Government Code 54954.1)

Burbank Unified School District
1900 W. Olive Avenue Burbank, CA 91506
www.Burbankusd.org

Board of Education
Abigail Pontzer Kamkar – President
Dr. Emily Weisberg – Vice President
Laurette Cano – Clerk
Kelsey Olson – Member
Dr. Armond Aghakhanian – Member

Superintendent
Dr. Tom McCoy

REPORT TO THE BOARD

TO:	Board of Trustees
PREPARED BY:	Dr. Tom McCoy - Superintendent
SUBMITTED BY:	Dr. Tom McCoy - Superintendent
DATE:	August 1, 2026
SUBJECT:	Discussion of Superintendent's Evaluation Process

Background:

Annually the Board considers updates and revisions to the Superintendent's Evaluation Process

Discussion/Issues:

Today the Board will discuss and take no action on the Superintendent's Evaluation Process

Fiscal Impact:

None

Recommendation:

It is the recommendation of District Administration that the Board discuss the Superintendent's Evaluation Process

Education Support Services Group
in affiliation with Atkinson, Andelson Loya, Ruud & Romo

Burbank Unified School District
Superintendent Evaluation Proposal

Presented by:
Dr. Mike Matthews
Dr. Roger Rice

August 1, 2026

www.essinformation.com

Core Principles of Evaluation

- Accountability
- Performance Improvement
- Professional Growth
- Goal Attainment
- Collaboration
- Transparency

Proposed Superintendent Evaluation

Two- Tiered model incorporating:

1. Professional Growth and Performance related to the California Professional Standards for Educational Leaders.

1. Goal attainment related to Board and Superintendent Priorities.

Proposed Superintendent Evaluation

Aligned to the California Professional Standards for Education Leaders (CPSELs)

- STANDARD 1: Development and Implementation of a Shared Vision
- STANDARD 2: Instructional Leadership
- STANDARD 3: Management and Learning Environment
- STANDARD 4: Family and Community Engagement
- STANDARD 5: Ethics and Integrity
- STANDARD 6: External Context and Policy

Goal Attainment

Goals should be driven by:

- Board and Superintendent Priorities
- Principles of Effective Governance
- Student Achievement and Wellness
- LCAP

How it works in Burbank USD

- Aligns evaluation to Board priorities and LCAP
- Integrates qualitative and quantitative data
- Creates a continuous improvement cycle
- Establishes clear accountability
- Leads to Professional Growth

Annual Evaluation Cycle Overview

- Spring: Evaluation and reflection
- Summer: Goal setting and alignment
- Fall: Implementation and monitoring
- Winter: Mid-year review and adjustment

Launch Phase - Summer 2026

- Develop / refine evaluation model
- Board adoption
- Identify goals and data sources
- Establish calendar and expectations
- Board presentation (March 25)

Implementation Phase - Fall

- Superintendent:
  - Develops a plan to implement Board Priorities with Executive Cabinet
  - Plan activation including:
    - Staffing to support plan
    - Administrator evals
    - Budget development/adjustment
    - Board Communications
    - Monitoring

Monitoring Phase - winter

- Superintendent:
  - Collects data and works with leadership team to monitor success of plan
  - Develops a mid year Report for the Board with a facilitated mid year report and evaluation discussion
  - Makes mid year adjustments as necessary.

Evaluation Phase - Spring

- Conduct CPSEL-based surveys
- Compile quantitative data
- Provide Board progress updates

Evaluation Completion

- Draft evaluation presented
- Board feedback incorporated
- Final evaluation approved

Post Evaluation - June –July

- Review Superintendent's Contract
- Board retreat / study session to establish new Board priorities
- Establish Superintendent goals aligned with Board priorities
- Re-establish administrator evaluation goals and priorities

What Success Looks Like

- Alignment between Board goals and intended outcomes
- Data-driven decision making
- Continuous improvement cycle
- Transparent evaluation process

Role of the Board

- Set priorities and goals
- Engage in evaluation process
- Monitor success with the Superintendent
- Provide constructive feedback and direction
- Ensure accountability

Next Steps

- Refine and adopt evaluation model
- Select Facilitator
- Finalize timeline and calendar
- Begin implementation

Questions & Answers

California Professional Standards for Educational Leaders

Inherent in these standards is a strong commitment to cultural diversity and the use of technology as a powerful tool.

Standard 1

A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.

- ★ Facilitate the development of a shared vision for the achievement of all students based upon data from multiple measures of student learning and relevant qualitative indicators.
- ★ Communicate the shared vision so the entire school community understands and acts on the school's mission to become a standards-based education system.
- ★ Use the influence of diversity to improve teaching and learning.
- ★ Identify and address any barriers to accomplishing the vision.
- ★ Shape school programs, plans, and activities to ensure that they are integrated, articulated through the grades, and consistent with the vision.
- ★ Leverage and marshal sufficient resources, including technology, to implement and attain the vision for all students and all subgroups of students.

Standard 2

A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

- ★ Shape a culture in which high expectations are the norm for each student as evident in rigorous academic work.
- ★ Promote equity, fairness, and respect among all members of the school community.
- ★ Facilitate the use of a variety of appropriate content-based learning materials and learning strategies that recognize students as active learners, value reflection and inquiry, emphasize the quality versus the amount of student application and performance, and utilize appropriate and effective technology.
- ★ Guide and support the long-term professional development of all staff consistent with the ongoing effort to improve the learning of all students relative to the content standards.
- ★ Provide opportunities for all members of the school community to develop and use skills in collaboration, distributed leadership, and shared responsibility.
- ★ Create an accountability system grounded in standards-based teaching and learning.
- ★ Utilize multiple assessments to evaluate student learning in an ongoing process focused on improving the academic performance of each student.

Standard 3

A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.

- ★ Sustain a safe, efficient, clean, well-maintained, and productive school environment that nurtures student learning and supports the professional growth of teachers and support staff.
- ★ Utilize effective and nurturing practices in establishing student behavior management systems.
- ★ Establish school structures and processes that support student learning.
- ★ Utilize effective systems management, organizational development, and problem-solving and decision-making techniques.
- ★ Align fiscal, human, and material resources to support the learning of all subgroups of students.
- ★ Monitor and evaluate the program and staff.
- ★ Manage legal and contractual agreements and records in ways that foster a professional work environment and secure privacy and confidentiality for all students and staff.

These standards were adapted from the *Interstate School Leaders Licensure Consortium (ISLLC) Standards for School Leaders* (1996). Washington, DC: Council of Chief State School Officers. Adaptations were made for the California Professional Standards for Educational Leaders (2001) by representatives from the California School Leadership Academy at WestEd, Association of California School Administrators, California Commission on Teacher Credentialing, California Department of Education, and California colleges and universities. For use with the Descriptions of Practice in *Moving Leadership Standards Into Everyday Work*, the elements in some of the standards have been reordered by WestEd.

Copyright 2004 WestEd and the Association of California School Administrators. All rights reserved. Used with permission.

California Professional Standards for Educational Leaders

Inherent in these standards is a strong commitment to cultural diversity and the use of technology as a powerful tool.

Standard 4

A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.

- ★ Recognize and respect the goals and aspirations of diverse family and community groups.
- ★ Treat diverse community stakeholder groups with fairness and respect.
- ★ Incorporate information about family and community expectations into school decision-making and activities.
- ★ Strengthen the school through the establishment of community, business, institutional, and civic partnerships.
- ★ Communicate information about the school on a regular and predictable basis through a variety of media.
- ★ Support the equitable success of all students and all subgroups of students by mobilizing and leveraging community support services.

Standard 5

A school administrator is an educational leader who promotes the success of all students by modeling a personal code of ethics and developing professional leadership capacity.

- ★ Model personal and professional ethics, integrity, justice, and fairness, and expect the same behaviors from others.
- ★ Protect the rights and confidentiality of students and staff.
- ★ Use the influence of office to enhance the educational program, not personal gain.
- ★ Make and communicate decisions based upon relevant data and research about effective teaching and learning, leadership, management practices, and equity.
- ★ Demonstrate knowledge of the standards-based curriculum and the ability to integrate and articulate programs throughout the grades.
- ★ Demonstrate skills in decision-making, problem solving, change management, planning, conflict management, and evaluation.
- ★ Reflect on personal leadership practices and recognize their impact and influence on the performance of others.
- ★ Engage in professional and personal development.
- ★ Encourage and inspire others to higher levels of performance, commitment, and motivation.
- ★ Sustain personal motivation, commitment, energy, and health by balancing professional and personal responsibilities.

Standard 6

A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

- ★ Work with the governing board and district and local leaders to influence policies that benefit students and support the improvement of teaching and learning.
- ★ Influence and support public policies that ensure the equitable distribution of resources and support for all subgroups of students.
- ★ Ensure that the school operates consistently within the parameters of federal, state, and local laws, policies, regulations, and statutory requirements.
- ★ Generate support for the school by two-way communication with key decision-makers in the school community.
- ★ Collect and report accurate records of school performance.
- ★ View oneself as a leader of a team and also as a member of a larger team.
- ★ Open the school to the public and welcome and facilitate constructive conversations about how to improve student learning and achievement.

These standards were adapted from the *Interstate School Leaders Licensure Consortium (ISLLC) Standards for School Leaders* (1996). Washington, DC: Council of Chief State School Officers. Adaptations were made for the California Professional Standards for Educational Leaders (2001) by representatives from the California School Leadership Academy at WestEd, Association of California School Administrators, California Commission on Teacher Credentialing, California Department of Education, and California colleges and universities. For use with the Descriptions of Practice in *Moving Leadership Standards Into Everyday Work*, the elements in some of the standards have been reordered by WestEd.

Copyright 2004 WestEd and the Association of California School Administrators. All rights reserved. Used with permission.